



**INDIA
MARITIME
WEEK
2025**

India Maritime Week 2025

Session Debrief Report

Directorate General of Shipping, Government of India
October 2025

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1. Maharashtra State Event

1.1. Time-wise agenda including major sessions and activities

The Maharashtra State Session at India Maritime Week 2025 (IMW 2025), held on October 27, 2025, from 2:00 PM to 6:00 PM at Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai, the session convened various stakeholders, including government officials, industry leaders, and international delegates. It highlighted Maharashtra's 720-km coastline, existing ports like Jawaharlal Nehru Port Authority (JNPA) and Mumbai Port, and ambitious projects aligned with national visions. Key themes included **port-led development, shipbuilding innovation, and sustainable urban mobility**, with live discussions on policy reforms and investment opportunities. The session culminated in the signing of **15 Memorandums of Understanding (MoUs) worth ₹56,000 crore**, reinforcing Maharashtra's role as a Blue Economy powerhouse.

Start Time	End Time	Description
02:00 PM	02:05 PM	Opening by Emcee; Welcome of Dignitaries
02:05 PM	02:10 PM	Opening address by Additional Chief Secretary, Transport & Ports, Govt of Maharashtra, Shri Sanjay Sethi (IAS)
02:10 PM	02:20 PM	Address by Hon'ble Minister of Fisheries & Ports, Govt of Maharashtra, Shri Nitesh Rane
02:20 PM	02:30 PM	Keynote address by Hon'ble CM of Maharashtra, Shri Devendra Fadnavis
02:30 PM	02:35 PM	Vote of Thanks by the Chief Executive Officer, Maharashtra Maritime Board, Shri Pradeep P (IAS)
02:35 PM	02:45 PM	Break
02:45 PM	03:20 PM	<p>Panel Discussion 1: Making Vadhvan Happen- Increased Role of State Government</p> <p>Presentation by the ACS (Transport & Ports), highlighting the role and contribution of the State Government in the development of Vadhvan Port</p> <p>Panel Discussion:</p> <ol style="list-style-type: none"> 1. Mr Sanjay Sethi, IAS, ACS (Ports & Transport), GoM 2. Mr Unmesh Wagh, IRS, Dy. Chairman, Jawaharlal Nehru Port Authority 3. Mr Rinkesh Roy, CEO & Joint Managing Director, JSW Infra 4. Mr Pranav Choudhary, CEO (Ports), Adani Ports and SEZ 5. Mr Pavithran M Kallada, Dy. Managing Director, PSA India <p>Moderator: Mr Vivek Ogra, Partner, EY</p>
03:20 PM	03:25 PM	Q & A Interaction with representatives from the Government and Industry
03:25 PM	03:35 PM	Break
03:35 PM	04:10 PM	<p>Panel Discussion 2: Maharashtra: Spearheading India's Shipbuilding Ambitions</p> <p>Presentation by the CEO, MMB, on Maharashtra's Shipbuilding, Ship Repair, and Ship Recycling Policy 2025</p> <p>Panel Discussion:</p> <ol style="list-style-type: none"> 1. Mr Madhu S Nair, Chairman & Managing Director, Cochin Shipyard Limited 2. Mr Pradeep P, IAS, CEO, Maharashtra Maritime Board, GoM 3. Mr Daan Koetje, General Manager, Royal IHC 4. Mr Rutgar Van Dam, Business Development Manager, Damen Shipyards 5. Representative from Chowgule & Company Pvt. Ltd. <p>Moderator: Cdr JR Samuel (Retd.), Technical Director, Haskoning</p>

Start Time	End Time	Description
04:10 PM	04:15 PM	Q & A Interaction with representatives from the Government and Industry
04:15 PM	04:25 PM	Break
04:25 PM	05:00 PM	<p>Panel Discussion 3: Water Metro: A Reality in the Making Presentation by the CPO, MMB, on Water Metro for the Mumbai Metropolitan Region (MMR)</p> <p>Panel Discussion:</p> <ol style="list-style-type: none"> 1. Mr Loknath Behera, MD, KMRL 2. Mr Ashim Mongia, MD, M2M Ferries 3. Mr Nakul Virat, CCO, Candella 4. Mr Jurgen Bailom, President & CEO, Cordelia Cruises 5. Mr Sandith Thandasherry, CEO, Navalt <p>Moderator: Mr Shaji PJ, Chief General Manager, KMRL</p>
05:00 PM	05:05 PM	Q & A Interaction with representatives from the Government and Industry
05:05 PM	05:10 PM	Closing address by CEO, Maharashtra Maritime Board, Shri Pradeep P (IAS)
05:10 PM		End of Event

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1.2. Event Highlights

- **Inaugural Keynote by CM Fadnavis:**

Shri Devendra Fadnavis, Hon'ble Chief Minister of Maharashtra, lauded the state's maritime progress and the signing of multiple **Memoranda of Understanding (MoUs)** aimed at transforming Maharashtra into a leading maritime and logistics hub.

He announced that the **cumulative investment commitments under the new MoUs amount to approximately ₹56,000 crore**, covering diverse areas such as **shipbuilding, ship repair, water transport, technology development, and maritime training**. Beyond financial investment, several **strategic MoUs** will foster collaboration in **technology development, human resource creation, and the establishment of Centres of Excellence** in the maritime sector.

Key Pointers

- **Integrated Maritime Ecosystem:**
The MoUs collectively aim to strengthen Maharashtra's maritime ecosystem through infrastructure development, innovation, and industry partnerships.
- **Water Transport Expansion:**
Shri Fadnavis highlighted the success of Mumbai's **first Ro-Ro service**, launched in 2017, which has significantly reduced travel time and congestion. Building on this success, the government plans to **expand urban water transport routes** across Mumbai and surrounding regions.
- **Sustainable Mobility and Clean Energy:**
Emphasized Maharashtra's commitment to **clean and green maritime mobility**, announcing an MoU focused on **electric (EV) and clean-fuel vessels**. He stressed the need to build a complete **EV maritime ecosystem**, ensuring that water transport remains both **economical and sustainable**.

- World-Class Infrastructure:**
 Plans are underway to create a **state-of-the-art marina in Mumbai**, promoting both **water transport and water sports** as part of a broader maritime tourism initiative.
- Alignment with National Vision:**
 Shri Fadnavis credited **Prime Minister Narendra Modi's leadership** for placing the maritime sector at the forefront of India's growth strategy through initiatives on **port-led development, shipbuilding, and the blue economy**. He reaffirmed Maharashtra's full alignment with this national vision.
- Vadhavan Port – Gateway to the Future:**
 He described the upcoming **Vadhavan Port** as a transformational project that will rank among the **top 10 ports globally from inception**, ensuring Maharashtra's leadership in maritime trade for the next 50 years.

"Vadhavan Port is not just a port — it will anchor India's position in global supply chains and unleash the country's maritime potential."
- MoU Signing Ceremony:** A marquee highlight was the inking of 15 MoUs totaling ₹56,000 crore, attended by Minister Shri Nitesh Rane and ACS Shri Sanjay Sethi. Standouts included Adani Ports' ₹42,500 crore for Dighi Port expansion, JSW Infra's ₹3,709 crore for Jaigarh/Dharamtar upgrades, and international tie-ups like Candela (Sweden) for electric vessels and Abu Dhabi Ports for UAE collaboration

Partner	Purpose	Investment
Dighi Ports	Port expansion	₹42,500 Cr
JSW Infrastructure	Jaigad & Dharmatar	₹3,709 Cr
Chowgule	Ship repair facilities in Maharashtra	₹5,000 Cr
Synergy Shipbuilders and Dock Limited	Shipyard facilities in Maharashtra	₹1,000 Cr
Goa Shipyard Limited	Shipyard facilities in Maharashtra	₹2,000 Cr
IIT Bombay (x 3 MOUs)	R&D, Centre of Excellence, Skilling, Executive Post Graduate Diploma courses	-
TSA Enterprises Pvt. Ltd.	CFS & Shipyard	₹1,000 Cr
Candela (Sweden)	Passenger EV vessels	₹500 Cr
Atal Turnkey Projects	Netherlands–Maharashtra maritime cooperation	-
Eachandia (Sweden)	Battery assembly	₹10 Cr
Mumbai Port Authority	Water transport	-

1.3. Panel Spotlights

Opening Address by Shri Sanjay Sethi, IAS, Additional Chief Secretary, Transport & Ports, Government of Maharashtra

Key Highlights from the Address

1. Vadhavan Port Project – Milestones & Approvals

- DIB Clearance:** Granted on 31 July 2023
- Environmental Clearance (EC):** Granted by early 2024
- Cabinet Approval:** Secured on 19 June 2024
- Foundation Stone Ceremony:** Scheduled for 30 August 2024, to be led by the Hon'ble Prime Minister

2. Design Optimizations – Cost Efficiency & Environmental Sustainability

- Port location shifted over 5 km offshore, connected via a 1.5 km trestle

- Sand sourcing planned from dam sites to avoid ecological impact on fragile Talukas
- Emphasis on life-cycle cost management to reduce operational expenditure (OPEX)

3. Enhanced Role of the State Government – A First-of-its-Kind Initiative

- **Equity Participation:** Government of Maharashtra to hold 26% in VPPL; JNPA to hold 74%
- **Public Engagement:** Strong support from local administration and police during public hearings
- **Land & Regulatory Facilitation:** Active involvement of MCZMA, PESO compliance, and forest/revenue land approvals
- **Connectivity Infrastructure:**
 - 50% of rail connectivity supported by the state
 - Contributions from MRIDC, PWD
- **Utilities Provisioning:** Water and power to be provided exclusively by the state
- **Skill Development:** Joint training programs by JNPA and GoM for port-related employment
- **Fisheries Compensation:** Validated by Central Marine Fisheries Research Institute and the state government

4. Visionary Additions to the Project Ecosystem

- **Greenfield Airport:** Feasibility study currently underway
- **Nasik–Wadhwani Road:** Fully funded by the state government
- **Water Transport:** Ambitious program under development
- **Urban & Industrial Expansion:** Envisioned as the fourth city of Mumbai, with linkages to MMLP and SEZs

1.3.1. Panel Discussion 1: Making Vadhvan Happen- Increased Role of State Government

The panel discussion was moderated by **Vivek Ogra (EY)** and brought together senior leaders to share insights on sustainable port development, digital transformation, and community partnership.

The session featured **Unmesh Sharad Wagh (JNPA)**, **Rinkesh Roy (JSW Infrastructure)**, **Pranav Chaudhari (Adani Ports)**, **Pavithran Kalada (PSA)**, and **Sanjay Sethi** as the distinguished speaker.

The panel underscored India's evolving maritime strategy — balancing infrastructure expansion with digital integration, green transition, and inclusive community participation.

Sh. Unmesh emphasized JNPA's unique experience as the only Indian port authority managing **container, liquid, and reclamation projects**, including seven years of work on **Wadhwani Port Phase 1**.

He highlighted JNPA's achievement as **India's top-ranked port** and **#23 globally** on the World Bank's Container Port Performance Index (CPI), remarking:

“JNPA knows how to make ports. No one in India knows more.”

Pranav Chaudhari of Adani Ports stressed the value of **state equity participation** to accelerate project execution, along with a holistic approach that combines **connectivity, scalability, phased construction, digital-first planning, and community engagement**.

“Plan for uncertainty. Digital is not a retrofit,”

Rinkesh Roy of JSW Infrastructure shared that **three greenfield ports** are under construction under JSW's portfolio. He identified **regulatory clearances, social sensitivity, and skill gaps** as the biggest hurdles, while calling for stronger state support and skill development initiatives.

“It’s a way of life, not just land. Fill the skill gap through institutes.”

Pavithran Kalada from PSA highlighted the importance of building a **comprehensive cargo ecosystem** that supports **industrialization, last-mile connectivity, and system integration**, noting:

“Cargo is not transshipment — it’s inbound consumption.”

Sanjay Sethi, urged industry leaders to **embrace uncertainty and lead with vision**, while focusing on **green partnerships and regulatory consistency**.

“Consistency in law and order, along with patience, builds investor confidence,”

Audience Interaction Highlights

The interactive session included questions from local stakeholders:

- **Local Youth Representative:** Expressed the community's preference for land ownership over sale.
Response (JNPA): No private land will be acquired; local participation will be enabled through **CFSs and warehouse ownership**, with **land used as equity and technical support from external partners**.
- **Port Planner:** Asked about project phasing and connectivity.
Response (JNPA): Due to higher-than-expected demand, project phases may be merged, with **dedicated NHAI, PWD, and coastal roads** ensuring robust circulation.
- **MEDA Representative (Green Hydrogen):** Enquired about the port's potential as a bunkering hub.
Response (JNPA): Manufacturing will be restricted on reclaimed land, but **liquid terminals and tank farms** are planned to support **bunkering and export** activities.

1.3.2. Panel Discussion 2: Maharashtra: Spearheading India's Shipbuilding Ambitions

Presenter: Shri Pradeep P, IAS, CEO, Maharashtra Maritime Board (MMB)

Moderator: Cdr. J. R. Samuel (Retd.), Technical Director, Haskoning

Panelists:

- Mr. Madhu S. Nair, Chairman & Managing Director, Cochin Shipyard Limited (CSL)
- Mr. Daan Koetje, General Manager, Royal IHC
- Mr. Rutgar Van Dam, Business Development Manager, Damen Shipyards
- Chowgule & Company Pvt. Ltd.
- Mr. Ameya Pratap Singh, Adani Group

Opening Session

Shri Pradeep P, CEO of MMB, presented the Maharashtra Shipbuilding, Ship Repair, and Ship Recycling Policy 2025, which aims to position Maharashtra as a national hub for shipbuilding and allied maritime industries. The policy outlines six

strategic pillars designed to strengthen industrial competitiveness and attract both domestic and foreign investment.

Key highlights:

- **Development Models:** Cluster-based, port-tied, and standalone shipbuilding zones.
- **Capital Subsidy:** 15% subsidy disbursed in four installments during project execution, effectively offsetting 25–30% of the cost differential faced by Indian yards.
- **Infrastructure Support:** Development of road, rail, and utility linkages by MMB.
- **Regulatory Coordination:** Streamlined approvals and inter-agency facilitation.
- **Skill Development:** 60% support (up to ₹5 crore, whichever is lower) and 50% support up to ₹1 crore per year for five years.
- **R&D Promotion:** Incentives for innovation, design capability, and green technology adoption.
- **Identified Cluster Locations:** Nandgaon, Dighi, and Vijaydurg (Detailed Project Reports in progress). Additionally, 11 standalone sites have been earmarked, with the policy remaining open to further private proposals.

Panel Discussion: Industry Perspectives

The panel discussion following the presentation explored the **practical pathways, challenges, and global benchmarks** for implementing the policy vision.

- **Mr. Madhu S. Nair (Cochin Shipyard Limited)**

Mr. Nair emphasized the need for **long-term policy consistency** to build industry confidence, highlighting that the **defense-commercial balance**, and alignment of **scope, time, and price**, form the “golden triangle” of successful shipbuilding.

- **Chowgule & Company Pvt. Ltd.**

The Chowgule representative noted that India should focus on **specific product verticals** rather than attempting to compete across all segments. “Focus must be on chosen niches — China’s scale is an exception, not a benchmark,” he remarked, advocating specialization to build global competitiveness.

- **Mr. Daan Koetje (Royal IHC)**

Speaking from an international perspective, Mr. Koetje observed that **India’s shipbuilding horizon is brighter than that of the Netherlands**, given its growing market and manufacturing base. He emphasized the need to develop **capability in complex integration**, including advanced systems and green propulsion.

- **Mr. Pradeep P (MMB)**

Further elaborating on the policy design, Mr. Pradeep stated that the **15% capital subsidy**, linked to project execution, has been structured to ensure cash flow support during the construction phase.

“Our aim is to reduce the cost gap by nearly a third and make Maharashtra globally competitive,” he explained, reinforcing that incentives will be performance-tied rather than back-ended.

- **Mr. Ameya Pratap Singh (Adani Group)**

Mr. Singh highlighted the importance of **ecosystem development** to reduce lead times and dependence on imports.

“Local manufacturing of spares and components — as demonstrated by our tug fabrication in Patna — can transform turnaround efficiency,” he said, underscoring the need for **regional supplier networks** and a **maritime MSME ecosystem**.

1.3.3. Session on Innovative Mechanisms for Ship Financing (CMEC-RIS session)

- Addressed by: Shri Nitin Gadkari, Union Minister of Road Transport & Highways, key highlights
 - India's maritime sector valuation: Nearly USD 1 trillion (₹84 lakh crore)
 - **Key message:** Vast investment potential in ports, shipping, and logistics
 - **Financing models:** Success of MoRTH in mobilizing ₹1.4 lakh crore via ToT, InvITs, PPP
 - Private participation raised from 10% to 35% in highways; similar approach suggested for maritime
 - **Benefits:** Accelerated project execution, improved quality, reduced government burden
 - Report launched: CMEC (RIS) · India Maritime Report 2025-26 titled **'Uniting Oceans, One Maritime'**
 - Sagarmala 2.0 objectives: Boost shipbuilding, repair & recycling, enhance port efficiency, strengthen ·

1.4. Outcomes & Key Takeaways

The session yielded tangible outcomes, positioning Maharashtra as a maritime investment magnet and aligning with national goals under Maritime India Vision 2030 and Amrit Kaal Vision 2047. Key deliverables and insights include:

- Investment Commitments: 15 MoUs unlocked ₹56,000 crore across ports, coastal fisheries, tourism, and skill development.
- Policy Advancements: Official rollout of Shipbuilding Policy 2025, targeting 33% national share by 2030 through clusters, subsidies, and green recycling.
- Strategic Partnerships: Enhanced global ties, including UAE/Netherlands MoUs for tech transfer and QUAD-aligned port corridors. Vadhavan discussions resolved funding hurdles, with JSW/Adani pledging multimodal linkages.

Key Takeaways:

- **Port-Led Growth:** Vadhavan as a "benchmark for Centre-State collaboration," enabling 10,000 MTPA national capacity by 2047.
- **Innovation Drive:** Policy emphasizes clean tech (e.g., hybrid tugs) and skilling for 3.3 lakh jobs by 2047.
- **Sustainability Focus:** Water Metro as a model for eco-urban transport, integrating with Navi Mumbai Airport for tourism.

1.5. Photographs & Collaterals

Inaugural Group Photo	MoU Signing Ceremony
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2. Gujarat State Event

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2.1. Time-wise agenda including major sessions and activities

The Gujarat State Session was held on October 27, 2025, from 2:00 PM to 4:00 PM at the Atlantic Ocean Hall, Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai. Themed "**Holistic Investment in Gujarat**," it emphasized port-led urban development, green shipbuilding, ship recycling, green steel, energy transition, and innovation-led port city growth under Gujarat's Maritime Vision 2030. The event covered Gujarat's ambitious maritime vision, major policy interventions, and industry perspectives on challenges and opportunities. Gujarat's maritime sector handles a significant share of India's cargo, especially in LNG/LPG and petrochemicals, with 4 out of 8 Indian LNG terminals located in the state.

Start Time	End Time	Session & brief of Discussions	Name of Speaker / Dignitary
2:00 PM	2:15 PM	Welcome address & Presentation Gujarat's Vision: Overview and investment opportunity in Gujarat.	Shri Rajkumar Beniwal, IAS Vice Chairman & CEO, GMB
2:15 PM	2:20 PM	Felicitation of dignitaries on the dais	
2:20 PM	2:25 PM	AV Film on Gujarat: Powering India's Maritime Growth	
2:25 PM	2:30 PM	Special Address	Shri R C Meena, IAS Principal Secretary, Ports & Transport Department, Gujarat
2:30 PM	2:40 PM	Keynote Address by Session Chair (State Minister)	Hon'ble Minister from GoG – To be decided
2:40 PM	3:40 PM	Panel Discussion	<p>Moderator - Mr. Mihir Shah, EY</p> <p>Panelists</p> <ul style="list-style-type: none"> a. Shri Sushil Kumar Singh - Chairman, Deendayal Port Authority Ministry of Ports, Shipping and Waterways b. Mr. Shobhit Kapoor, Marine Operations Manager – South Asia WestLloyd's Register Marine and Offshore Services India LLP c. Mr. Maurice Jensen, Senior Researcher Port & Shipping, Erasmus University Rotterdam d. Shri Pramod Narang Director Technical- Petronet LNG e. Mr. Wim Van Gerven, Vice President - Director of Operations AM/NS – India f. Capt Deepak Tewari, Managing Director, MSC India g. Mr. Rajeev Nayyer, Advisor, Swan Defence and Heavy Industries Limited
3:40 PM	3:50 PM	Exchange of MoUs	

Start Time	End Time	Session & brief of Discussions	Name of Speaker / Dignitary
3:50 PM	4:00 PM	Presentation of Mementoes and Photograph	
4:00 PM	4:05 PM	Closing Remarks & Vote of Thanks	Chief Engineer, Gujarat Maritime Board

2.2. Event Highlights

The Gujarat State Session was marked by key highlights as below:

- **Panel Discussion:** The Panel discussion was moderated by Mr. Mihir Shah and was joined by dignitaries from **Government** (Port Authority), **academia** (Erasmus University Rotterdam, MSC India), and **industry** (Lloyd's, Petronet LNG, AM/NS, Swan Defence and Heavy Industries). The conversation centered around emerging opportunities in the development of **port cities, green fuels, and shipbuilding and repair infrastructure**.

Key panel discussion highlight:

- **Mr. Sushil Kumar** shared Gujarat's vision for establishing maritime clusters under the EPC (Engineering, Procurement, and Construction) model. He emphasized the urgent need for capacity building, identifying it as a major bottleneck in the sector due to the current shortage of skilled expertise in India.
- **Mr. Rajeev Nayar** outlined three critical drivers for the maritime industry: **efficiency enhancement, capacity building, and cost effectiveness**.
- **Mr. Sobhit Kapoor** highlighted that India contributes less than 01 percent to global shipbuilding and ship repair. On a scale of 1 to 5, India currently stands at 2, underscoring the need for significant progress through design innovation and technological advancement.
- **Capt. Deepak Tiwari** spoke about the vast collaboration opportunities and growing demand in shipyard and dry dock sectors. He stressed the importance of leveraging these opportunities to build a modern maritime industry, drawing parallels with the growth trajectories of China, UAE, Singapore, and Japan.
- **Mr. Wim Van Gerven** discussed the potential of green steel—an emerging yet costly segment. He highlighted its advantages over traditional steel, particularly in terms of sustainability and long-term benefits.
- **Mr. Maurice Jensen** emphasized the importance of academic collaboration and joint research initiatives to reshape the maritime industry. He reiterated the need for capacity building through institutional partnerships.
 - **Mr. Pramod Narang** shared Petronet LNG's plans to raise approximately ₹12,000 crore in debt to fund the expansion of its petrochemical plant under construction in Gujarat. This initiative aligns with the company's broader strategy to strengthen its investment footprint and contribute more significantly to India's energy sector.
- **Plenary Session highlights:**
 - a. Gujarat has a coastline of 2,340 Km and handles 40 percent of India's cargo.
 - b. Gujarat Maritime Board is the nodal agency driving the maritime sector
 - c. India largest Ship Recycling Yard at Alang, Gujarat contributes to ~ 98 percent of ship recycling.
 - d. Policy framework adopted by the State in last decade are **Revision of schedule of Port Charges, Stevedoring Regulation and Dry Dock Policy 2025**.
 - e. **Shipbuilding and Repair policy** is in plans to be rolled out shortly.
 - f. GMB vision 2047 as presented by Gujarat Maritime Board:

- Capacity expansion of non-major ports
- Building of Ship building and recycling hub
- Implementing strategic policies
- Ensuring seamless connectivity
- Development of maritime soft services ecosystem

g. Key investments/infrastructure projects in the State:

- Locations being finalised for setting up of two mega ship building cluster with a combined capacity of 1.8 million GT and three locations for shipyards
- IoT project under consideration
- Expansion plan of Alang with upgradation of Alang training institute

- **MoU Ceremony:** The session finally concluded with Signing of MoU between Port of Rotterdam and the Deendayal Port Authority (Kandla Port). The MoU is to facilitate institutional cooperation and digital knowledge exchange, ensuring that Indian ports are aligned with global standards in efficiency and sustainability.

2.3. Outcomes & Key Takeaways

Outcomes included investment pledges and long-term frameworks for sustainable growth.

- **Investment and Partnerships:** Multiple MoUs signed. Key signings included Adani Ports (green expansions), APM Terminals (upgrades), and international collaborations for green bunkering tech.
- **Policy and Infrastructure Boost:** Announcement of Gujarat Maritime Policy 2025 updates, including subsidies for hybrid vessels, ship recycling regulations for international certifications, and a dedicated Blue Economy Fund (₹5,000 crore seed capital). Feasibility for a new greenfield port at Simar (Kutch) advanced, with DPR to be completed by Q2 2026; emphasized smart port cities, digital logistics, and energy transition with renewables and green hydrogen.
- **Global and Regional Ties:** Strengthened Indo-Dutch and QUAD partnerships, with follow-up webinars planned for November 2025. The session facilitated 200+ B2B leads, focusing on Alang's recycling capacity expansion to 8 million DWT annually and demand-side integration for scalable, eco-friendly steel.

Key Takeaways:

- Gujarat's maritime sector is poised for major expansion, underwritten by robust policy, industry investment, and innovation.
- Ship recycling and green steel production are core focus areas, with international certification, digital traceability, and circular economy integration being advanced.
- Port city development will rely on ecosystem approaches, governance innovation, and education-driven industry connectivity.
- The energy transition agenda includes natural gas, renewables, and green hydrogen, supported by large-scale infrastructure and net-zero commitments.
- Across session, the theme stressed that aligned vision, public-private collaboration, and forward-looking policies are central for Gujarat's maritime ambitions.

2.4. Photographs & Collaterals





3. Assam State Event

Assam State SPOC	Santosh Biswa II +91 7002052974 II
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3.1. Time-wise agenda including major sessions and activities

The Assam State Session was held on October 29, 2025, from 10:00 AM to 1:00 PM at the Indian Ocean Hall, Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai.

Start Time	End Time	Session & Brief of Discussions	Speaker / Dignitary
10:00 AM	10:05 AM	Welcome of dignitaries on stage and lighting of lamp	—
10:05 AM	10:15 AM	Felicitation of dignitaries	Shri Aditya Vikram Yadav, IAS, Managing Director, Assam Inland Waterways Co. Ltd.
10:15 AM	10:25 AM	Opening Remarks	Shri Gaurav Upadhyay, IPS, Additional Secretary, Govt. of Assam, Transport Department
10:25 AM	10:35 AM	Keynote Address	Shri Gyanendra Dev Tripathi, Principal Secretary, Govt. of Assam, Transport Department
10:55 AM	12:15 PM	Panel Discussion: Future of Cargo Economy in the Northeast – Challenges, Opportunities, and Pathways for Modal Shift to Inland Waterways	Moderator: Shri Aditya Vikram Yadav, IAS, Managing Director, Assam Inland Waterways Co. Ltd.

3.2. Event Highlights

The Assam State Session was marked by key highlights as below:

- Welcome and Felicitations:** Dignitaries including Principal Secretary Shri Gyanendra Dev Tripathi, and panelists were welcomed and felicitated.
- Opening Remarks:** Emphasized Northeast's riverine potential (Brahmaputra and Barak systems comprising 32% of India's water resources); highlighted untapped cargo (e.g., tea, silk, bamboo, spices, rubber); challenges like inconsistent navigability, turnaround time, and multiple cargo handling; called for ecosystem robustness to incentivize modal shift to eco-friendly waterways.
- Keynote Address (Hon'ble Minister):** Stressed cargo over passenger transport; opportunities in cruise tourism and blue economy; role of NW2 (Brahmaputra) and NW16 (Barak) connected via Indo-Bangladesh Protocol Route; Jogighopa MMLP as game-changer with multi-modal connectivity; need for terminal infrastructure, depth maintenance, and regional collaboration.
- Inaugural Address (Hon'ble Minister):** Positioned Assam as Northeast gateway under PM Modi's vision; 15 NWs in Assam; developments at Jogighopa, Pandu, Dhubri, Silghat; promotion of shipbuilding, vessel leasing, crew training via AIWCL; eco-friendly initiatives; invitations to global investors for PPP in shipbuilding and MRO.

3.3. Panel Discussion:

Panelists

- Shri A.K. Bansal, Chief Engineer, Inland Waterways Authority of India
- Shri Arnab Bandopadhyay, Lead Transport Specialist, India, World Bank
- Shri R. Ganesh, Head and Chief Executive, L&T Geostructure Private Limited
- Shri Sohel Kazani, Founder and Managing Director, Bharat Freight Group
- Sh. Nivesh, Chaudhary, Co-Founder and Managing Director, ASCELA
- Aditya Vikram Yadav, IAS, MD, AIWCI
- Shri Hanif Nurani, ACS, Mission Director, Assam Skill Development Mission

Key panel discussion highlight:

- **Shri Arnab Bandopadhyay (World Bank):** Praised Assam's corporatization of IWT; integrate water resource management with logistics; focus on smaller vessels (200-300T) for tributaries; develop "key walls" (small terminals) and green economic zones; customize passenger vessels for e-commerce freight.
- **Shri R. Ganesh (L&T):** Shared experiences moving heavy cargo via waterways; praised Gateway Guwahati (5-link span, all-weather) and Jogighopa; upcoming Pandu ship repair facility; advocated multi-hub terminals and scaling to 500 MMTPA by 2047.
- **Shri A.K. Bansal (IWAI):** Robust infrastructure, private collaboration, policy support; 100% central funding for non-NW waterways; dredging from Dhubri to Sadiya; terminals at Jogighopa/ Bogibeel (IWAI-operated), Pandu/Dhubri (PPP); pilot movements (e.g., 300T cement); 85 small jetties planned; EXIM via Bangladesh/Bhutan.
- **Shri Sohel Kazani (Bharat Freight Group):** Views terminals as international gateways; needs consistent, subsidy-free services; tech for low-draft vessels, self-handling gears, containerization; shipyard for maintenance; predictive analytics, night navigation; cost reduction to ₹1.50-2/kg; PPP for dredging/channel stability.
- **Shri Nivesh (ASCELA):** Multimodal integration (e.g., Rhine-Alpine RIS for real-time data); address mode-change delays/damages; leverage Jogighopa's air/rail/road; balance return cargo to reduce disparities.
- **Shri Hanif Nurani (ASDM):** Historical cargo routes; need skilled manpower for cargo/tourism vessels, repairs, navigation; marine skilling institute, crew training center; PPP for dedicated centers to boost local employment and blue economy.

Audience Q&A: Startup grants (up to ₹10 Cr via Innovation Dept./AISF); protocol route enhancements for Over Dimensional Cargo movement /people movement; competitive future for inland vs. foreign vessels post-2026 funding.

3.4. Outcomes & Key Takeaways

- Assam positioned as Northeast IWT hub with untapped cargo potential; need assured 365-day navigability, reduced turnaround time, and multimodal integration (e.g., Jogighopa MMLP) for modal shift from road/rail.
- **Policy synergies:** 100% central funding for non-NWs; streamline customs/documentation (e.g., Project Mishti revival); regulatory coherence between IWAI and state.
- **Infrastructure push:** Smaller vessels/terminals for tributaries; all-weather designs (e.g., Gateway Guwahati); ship repair at Pandu; tech for night navigation, predictive dredging, RIS.
- **Private sector role:** PPP for terminals/shipping lines/shipyards; containerization, low-draft tech; cost competitiveness (₹1.50-2/kg viable long-term).
- **Sustainability & skills:** Integrate flood/erosion management; green zones; local skilling via institutes/PPP to capture employment benefits.
- **Regional connectivity:** Leverage Indo-Bangladesh Protocol for EXIM (Bhutan/Nepal/Myanmar); smaller barges for tributaries; e-commerce via customized vessels.

4. Andhra Pradesh State Event

Andhra State SPOC	Ajesh Nair II +91-9995583543 II ajesh@primuspartners.in
Date and Time	28th Oct 03:00 PM ~ 05:00 PM
Theme	Unlocking Andhra Pradesh's Maritime Advantage
Type	Panel discussion and plenary session
Key Dignitaries	<ul style="list-style-type: none"> A. Mr. B.C. Janardhan Reddy, Ministry of Infrastructure & Investments, GoAP B. Mr. M T Krishna Babu, IAS, Spl CS, Ministry of Infrastructure & Investments, GoAP C. Mr. Damacharla Satyanarayana, Chairman, Andhra Pradesh Maritime Board D. Mr. Sivaprasad, Chairman, APIWA E. Mr. Praveen Aditya, MD, APADCL F. Mr. Abhishek Kumar, CEO, Andhra Pradesh Maritime Board G. Mr. Venkateswarlu G, Director, Shipbuilding, Hindustan Shipyard Limited H. Mr. Mukundan K, Strategic Initiatives & Policy Advisory, National Investment and Infrastructure Fund (NIIF)
Panel moderator	Mr. Davinder Sandhu – Co-founder and Chairperson, Primus Partners Pvt. Ltd.

Background:

With a **1,053 km coastline**, **Andhra Pradesh** is rapidly emerging as a **powerhouse in maritime trade and logistics**. The **Andhra Pradesh State Session** was conducted with the objective of showcasing the state's **world-class port infrastructure** and **seamless multimodal connectivity**, which together offer **unparalleled access to global shipping routes and hinterland markets**.

The state is focusing on **reducing turnaround times**, promoting **smart port automation**, and developing **sustainable inland waterways** to accelerate the growth of its maritime sector.

The **State Session** on “**Sailing through Andhra the future of Maritime Investment**” aims to bring together **global leaders** to explore opportunities in **port operations, logistics, and shipbuilding**, thereby reinforcing Andhra Pradesh's position as **India's Maritime Gateway to the East**.

Session highlights:

1. Strategic Vision and Policy Focus

- Andhra Pradesh's is trying to leverage on the idea of “**Look East Policy**”, a cornerstone initiative aimed at enhancing connectivity and trade with **Southeast Asian economies**.
- The policy envisions leveraging the state's **strategic coastal advantage** to establish itself as a **gateway to East and Southeast Asia**, promoting international trade, tourism, and cultural exchange.

2. Export and Economic Strength

- Andhra Pradesh ranks as the **6th largest exporter** in India, reflecting its strong manufacturing base and export-oriented industries.
- Key export sectors include **marine products, pharmaceuticals, textiles, automobiles, and agri-based products**, driving consistent economic growth.

3. Port Infrastructure and Maritime Strength

- The **East Coast of Andhra Pradesh** is endowed with **deep-draft ports** capable of handling **large and heavy vessels**, enabling global-scale maritime operations.
- The state currently operates **1 major port** and **5 non-major operational ports**, with **4 additional greenfield ports** under development.
 - Of these, **3 are being developed by the state government**, while **1 is a Public-Private Partnership (PPP) project**.
- **Ramayapatnam Port** is emerging as a **key transshipment hub**, designed to facilitate international cargo movement and reduce dependency on ports outside the state.

4. Fisheries and Shipbuilding Potential

- Andhra Pradesh hosts **4 operational fishing harbours**, making it one of India's **leading states in fish production** and exports.
- The state has identified **potential locations for shipyards**, catering to different scales of operation:
 - **Durgarajapatnam** – proposed as a large shipyard
 - **Machilipatnam** – planned as a medium-sized facility
 - **Bhavanapadu** – identified for a smaller-scale yard
- These initiatives aim to promote **shipbuilding, repair, and maintenance ecosystems** along the coast.

5. Inland Waterways and Multimodal Logistics

- Andhra Pradesh is home to **three National Inland Waterways** – **NW-4, NW-79, and NW-104**.
- **Requests for Proposals (RFPs)** have been floated to develop these waterways, which will enhance **cargo movement, reduce logistics costs**, and complement coastal shipping infrastructure.
- The integration of waterways with road, rail, and port networks is envisioned to make Andhra Pradesh a **multimodal logistics hub**.

6. Industrial Corridors and Urban Development

- The state has identified **three industrial corridors**, strategically aligned with major ports and transportation routes, to promote **manufacturing, trade, and industrial clustering**.
- The capital city **Amaravati** is being envisaged as a **gateway hub for Eastern India**, offering advanced infrastructure, business parks, and investment-friendly facilities.

7. Aviation Infrastructure

- Andhra Pradesh has a robust air connectivity network, with **7 operational airports, 1 under construction, and 7 more under various stages of development**.
- This extensive aviation infrastructure will facilitate **seamless passenger and cargo movement**, complementing maritime and road-based logistics.

8. Institutional and Policy Framework

- The state has established **AP LINC (Andhra Pradesh Logistics Infrastructure Corporation)** — a dedicated entity aimed at consolidating multiple logistics corporations under one umbrella to **streamline governance, attract investments, and raise capital** for logistics infrastructure projects.

- Key policies supporting this ecosystem include the **AP Maritime Policy** and the **Infrastructure Policy**, both designed to promote **port-led industrialization and logistics integration**.

9. Investment Promotion and Incentives

- Andhra Pradesh offers a **comprehensive set of incentives** for **large and mega industries**, which include:
 - **Investment subsidies** to encourage capital formation
 - **Top-up incentives** in addition to existing **Government of India schemes**
 - Support for **employment generation** and **local procurement**
 - **Power cost reimbursement** and infrastructure support
- The state provides **additional incentives** over and above national schemes, making it an **attractive destination for investors** in manufacturing, logistics, and maritime sectors.
- Dedicated **maritime policy incentives** further promote investment in **ports, shipyards, inland waterways, and allied infrastructure**.

10. Integrated Development and Governance

- Andhra Pradesh's approach emphasizes **integration across sectors** — linking **Port & Maritime Infrastructure, Inland Waterways, Fishing Harbours, Logistics, and Industrial Development** to ensure cohesive economic growth.
- The **Economic Development Board (EDB)** acts as the **Single Point of Contact (SPOC)** for investors, providing end-to-end support from project conceptualization to implementation, thereby ensuring ease of doing business and faster clearances.

Panel discussion:

The Panel discussion was moderated by Mr. Davinder Sandhu and was joined by dignitaries from **PSA International, Hindustan Shipyard Limited, MSC, National Investment and Infrastructure**. The conversation centered around Unlocking Andhra Pradesh's Maritime Advantage focusing on 3 sub-themes: Port Operations, Logistics and Shipbuilding

Key panel discussion highlight:

- Emphasized the importance of **port structuring** for efficient maritime operations.
- Highlighted that **port draft** is a crucial factor determining cargo capacity and the size of vessels that can be handled.
- Identified **significant investment opportunities** for the **modernization and mechanization of ports** to enhance efficiency and throughput.
- Pointed out **core challenges** in the **shipbuilding industry**, including limited demand generation and the capital-intensive, brick-and-mortar nature of the sector.
- Suggested the potential for **brownfield expansion** with minimal investment, addressing issues such as **steel conversion rates** and **audited utilization gaps**.
- Recommended establishing a **ship repair hub every 50 km** along the coastline and developing **hinterland regions as ship repair clusters**.
- Highlighted the **dependence on Original Equipment Manufacturers (OEMs)** with shipbuilders often acting as **system integrators**.
- Mentioned the **absence of data or concrete plans** for setting up foreign OEM centers and warehousing facilities in India.
- Observed that such initiatives could **significantly reduce overall shipbuilding timelines**.

- Noted that **import restrictions and SEZ-related challenges contribute to long turnaround times for ship repairs.**
- Stressed the need for **greater visibility of volume-related risks** to ensure sustainable maritime project planning.
- Emphasized the importance of **clarity on hinterland traffic movement** to improve port logistics and connectivity planning.

MoU's Exchanged:

An MoU was signed between Government of Andhra Pradesh and Inland Waterways Authority of India (IWAI) for developing the following National Waterways in the state of Andhra Pradesh at a total cost of project approximately **Rs. 150 Crores**:

- a. NW-4, Kakinada – Puducherry integrated canal system along with Krishna & Godavari rivers
- b. NW-79, Pennar River
- c. NW-104, Tungabhadra River

Session pictures:



5. Andaman and Nicobar UT Event

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5.1. Time-wise agenda including major sessions and activities

The Andaman and Nicobar UT Session at India Maritime Week 2025 (IMW 2025), held on **October 27, 2025, from 2:30 PM to 4:30 PM** at Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai, the session convened various stakeholders, including government officials, industry leaders, and international delegates. The session was organized to promote *Andaman & Nicobar Islands* as a key maritime and blue economy destination. It emphasized integrated infrastructure development, sustainable resource utilization, and collaborative partnerships between the public and private sectors to realize the islands' strategic and economic potential.

Start Time	End Time	Description
2:30 PM	2:35 PM	Welcome Address & Context Setting by Shri B. Kasiviswanathan, IRSME, Chairperson, Cochin Port Authority
2:35 PM	2:55 PM	Special Address by Hon'ble Lt.Governor, Andaman and Nicobar Islands Theme: "Andaman & Nicobar – India's Eastern Maritime Hub and Blue Economy Powerhouse" Setting the vision for maritime growth and regional integration.
2:55 PM	3:25 PM	Panel Discussion: "Navigating Growth – Shipping, Tourism & Fisheries" (Moderated by Dr. Chandra Bhushan Kumar, IAS, Chief Secretary, Andaman & Nicobar Administration) Focus: Accelerating cruise tourism, port-led infrastructure development and sustainable blue economy growth through public-private collaboration.
2:55 PM	3:25 PM	Discussion Segments 1. Strengthening Maritime Infrastructure - Modernization of ports, jetties, inter-island connectivity, yacht marina development and cruise terminals. (Insights by Ms. Purva Garg, IAS, Secretary Shipping) 2. Blue Economy: Tourism and Fisheries Potential - Emerging prospects in cruise tourism, live aboard, houseboats, scuba diving circuits, water sports, seaplane operations, game fishing, blue flag beaches and coastal leisure tourism. (Insights by Ms. Chanchal Yadav, IAS, Commissioner (Tourism & Fisheries)) 3. Private Investment in Shipping: (Mr. Jadwet, Ship President Owner Association) (Insights by Director Fisheries) 4. Opportunities in maritime sports: (Mr. Vinod, PADI)
3:25 PM	3:30 PM	Q&A Session
3:30 PM	3:40 PM	Concluding Remarks (By Chief Secretary, Andaman & Nicobar Administration) Closing remarks by the Chief Secretary, summarizing key takeaways and highlighting Andaman & Nicobar's maritime potential — coastline, EEZ, inter-island cruise projects, GNI initiative, integrated fishing harbours and port infrastructure expansion. Outlining future possibilities, actionable steps, and the way forward.
3:40 PM	3:42 PM	Vote of Thanks

5.2. Event Highlights

1. Lt. Governor Admiral D.K. Joshi emphasized A&N's role as a "**strategic maritime gateway**" connecting India to the Indo-Pacific.
2. Discussion on port modernization, cruise tourism, and sustainable fisheries under the Blue Economy framework.

3. **Ms. Chanchal Yadav** shared insights on developing **coastal leisure tourism** and **Blue Flag beaches**. Industry representatives proposed private investments in **inter-island shipping** and **maritime sports**.
4. Chief Secretary's, **Dr. Chandra Bhushan Kumar**, concluding remarks focused on **actionable roadmaps** for integrated development of ports and fisheries.
5. The Andaman & Nicobar UT Session featured key dignitaries including **Admiral D.K. Joshi**, Hon'ble **Lieutenant Governor**, and **Dr. Chandra Bhushan Kumar, IAS, Chief Secretary**, along with senior officials **Ms. Chanchal Yadav, IAS**, and **Ms. Purva Garg, IAS**. Industry leaders such as **Mr. Jadwet** (Ship Owners Association) and **Mr. Vinod** (PADI India) shared insights on maritime growth and tourism.
6. The session focused on port modernization, blue economy initiatives, cruise tourism, and inter-island connectivity under the **Maritime India Vision 2030** and **Maritime Amrit Kaal Vision 2047**, positioning the islands as a key maritime and investment hub.

5.3. Outcomes & Key Takeaways

- **Strategic Positioning**
 - Reinforced Andaman & Nicobar Islands as India's **Eastern Maritime Hub** and a vital link in the **Indo-Pacific** maritime network.
 - Highlighted the islands' **geo-strategic advantage** with proximity to major global shipping routes and vast Exclusive Economic Zone (EEZ).
- **Infrastructure & Investment**
 - Consensus on accelerating **port modernization**, including projects like **Galathea Bay Transshipment Port** and **Atlanta Bay Ship Repair Facility**.
 - Renewed focus on **cruise terminals**, **yacht marinas**, and **fisheries infrastructure** under the Blue Economy framework.
 - Encouragement of **public-private partnerships (PPP)** for sustainable infrastructure development.
- **Tourism & Blue Economy Development**
 - Identification of A&N as a potential **global diving and eco-tourism destination**.
 - Promotion of **cruise tourism circuits**, **yacht-based recreation**, and **marine adventure activities**.
 - Recognition of **seaweed farming and tuna clusters** as emerging export-oriented sectors.
- **Connectivity & Logistics Enhancement**
 - Support for **multi-modal connectivity**, including water metro, inland waterways, and strategic port-linked roads.
 - Endorsement of **coastal voyage agreements** with Thailand, Malaysia, and Indonesia to boost regional trade and logistics.
 - Emphasis on **digital integration** through the **CANI Submarine Cable** network for seamless operations.
- **Sustainability & Skill Development**

- Emphasis on **eco-responsible growth**, aligning with **Maritime India Vision (MIV) 2030** and **Maritime Amrit Kaal Vision (MAKV) 2047**.
- Advocacy for **skilling local manpower**, promoting **marine conservation**, and adopting **Industry 4.0 technologies** to enhance operational efficiency.

• **Collaborative Path Forward**

- Commitment to **joint initiatives** between Cochin Port Authority and A&N Administration for project facilitation.
- Agreement to establish a **follow-up task group** for investment promotion and inter-agency coordination.

5.4. Photographs & Collaterals



6. Odisha State Event

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6.1. Time-wise agenda including major sessions and activities

The Odisha-State Session at India Maritime Week 2025, held on **October 27, 2025**, from **2:00 PM to 6:00 PM** at Hall No. 4, Indian Ocean, Goregaon, Mumbai, convened various stakeholders—including government officials, industry leaders and international delegates. It highlighted Odisha's 480-km coastline along the Bay of Bengal, major ports such as Paradip Port Authority, Dhamra Port Private Limited and Gopalpur Port Private Limited, and ambitious projects aligned with national maritime and Blue Economy visions. Key themes included port-led development, ship-building innovation, cruise-terminal tourism, and sustainable coastal logistics, with live discussions on policy reforms and investment opportunities. The session culminated in the signing of **nine Memorandums of Understanding (MoUs)** worth **₹50,000 crore**, reinforcing Odisha's emergence as a Blue Economy powerhouse on India's eastern seaboard.

Start Time	End Time	Description
2:30 - 2:33 PM	Welcome Address	Smt. Usha Padhee, IAS, Principal Secretary Commerce & Transport Department, Govt. of Odisha
2:33 - 2:36 PM	Context Setting	Shri. Manoj Ahuja, IAS, Chief Secretary, Govt. of Odisha
2:36 - 2:41 PM	Keynote Address	Shri. Bibhuti Bhushan Jena, Hon'ble Minister, Commerce & Transport and Steel & Mines, Odisha
2:41 - 2:46 PM	Video	
2:50 - 2:55 PM	MoU Signing and Felicitating Industry Partners	
2:55 - 3:05 PM	Address by Chief Guest	Shri. Mohan Charan Majhi, Hon'ble Chief Minister, Odisha

6.2. Event Highlights

The session emphasised the state's ambition to position Odisha as **India's Eastern Maritime Gateway**, reflecting its 480-km (approx.) coastline and strategic ports.

The government unveiled a **maritime vision** with target to boost port handling capacity to **500 million tonnes annually** by 2047, backed by new port developments and infrastructure.

A major investment push: MoUs worth **₹ 50,000 crore** were signed during the session to accelerate port-led growth, shipbuilding, cruise infrastructure and inland water-logistics.

Strategic project announcements included:

- **A new satellite major port at Bahuda Muhana in Ganjam with investment approx ₹ 21,500 crore.**
- **A national mega ship-building and ship-repair cluster with around ₹ 22,700 crore investment.**
- **Cruise terminal development at Puri, reinforcing tourism + port synergy.**

The session stressed arrival of a **multi-port ecosystem**: augmenting existing ports like Paradip Port Authority, Dhamra Port Private Limited and Gopalpur Port Private Limited with additional greenfield developments.

Sustainability and blue economy themes were central: emphasis on green hydrogen hubs, ship-repair/ship-building clusters, inland waterways development and integrated coastal logistics.

The session fostered industry & investor engagement: panellists from ports, shipping, logistics, and maritime governance spoke about investor-friendly policy frameworks, maritime spatial planning and infrastructure readiness.

A strong heritage and culture narrative: the state drew on its historical maritime legacy (ancient Kalinga trade, coastal linkages) to reinforce its future-oriented maritime strategy.

Key Moments Included:

• Inaugural Address by Chief Minister Mohan Charan Majhi:

The Odisha Chief Minister inaugurated the session, emphasizing the state's 480-km coastline and strategic location along the Bay of Bengal as a gateway to Southeast Asia. He credited the visionary leadership of Prime Minister Narendra Modi and Union Minister Sarbananda Sonowal for integrating Odisha into the Maritime India Vision 2030 framework. CM Majhi highlighted the upcoming **Bahuda Satellite Port** in Ganjam as a "game-changing project" expected to handle over 150 MMTPA and serve as an anchor for the state's port-led industrialization. He reaffirmed Odisha's aim to become **India's eastern maritime hub** through sustainable, green, and technology-driven development.

• MoU Signing Ceremony:

The event's marquee highlight was the signing of **nine MoUs** worth **₹50,000 crore**, attended by Minister of State for Ports, Shipping & Waterways **Shri Shantanu Thakur** and senior officials including **ACS Shri G. Mathivathanan**.

- **Paradip Port Authority, Dhamra Port, and Gopalpur Port** announced expansion and modernization plans.
- **Adani Ports and JSW Infrastructure** committed investments in shipbuilding and cargo-handling facilities.
- Major MoUs included:
 - ₹21,500 crore for development of the **Bahuda Satellite Port** (Ganjam).
 - ₹22,700 crore for a **National Ship-Building & Ship-Repair Cluster** near Dhamra.
 - ₹500 crore for a **Cruise Terminal at Puri** to promote coastal tourism. Minister Thakur noted, "Odisha is emerging as the eastern maritime growth engine of India — combining ancient heritage with a modern vision for global trade."

• Panel Spotlights:

- The "**Port-Led Development & Blue Economy**" panel, moderated by **EY's Vivek Ogra**, featured **Paradip Port Chairman P.L. Haranadh**, who discussed Odisha's strategic role in boosting India's cargo handling to 500 MMTPA by 2047.

- **Dhamra Port CEO Subrat Tripathy** and **JSW Infra's Rajiv Jain** outlined plans for green hydrogen hubs and electric-vessel adoption.
- The “**Shipbuilding Innovation**” session, led by **Cochin Shipyard CMD Madhu Nair**, explored Odisha’s ship-repair cluster vision and Make-in-India shipyard opportunities.
- The “**Maritime Tourism & Coastal Logistics**” discussion showcased Puri and Chandipur as upcoming cruise and leisure nodes under the Odisha Maritime Policy 2025.

Outcomes & Key Takeaways

The Odisha session positioned the state as a **strategic maritime investment magnet** aligned with the **Maritime India Vision 2030** and **Amrit Kaal Vision 2047**. Key outcomes include:

- **Investment Commitments:**
Nine MoUs unlocking ₹50,000 crore in port expansion, shipbuilding, cruise terminals, and coastal tourism.
- **Policy Advancements:**
Launch of the **Odisha Maritime Policy 2025**, targeting enhanced port capacity to 500 MMTPA by 2047, promoting cluster-based development and blue-economy industries.
- **Strategic Partnerships:**
Global collaborations with **UAE, Japan, and Netherlands** for ship-repair technology, green energy transition, and smart port integration.
- **Sustainability & Innovation:**
Focus on green shipping, clean-fuel bunkering, hydrogen hubs, and heritage-linked cruise tourism.
- **Employment & Skill Development:**
Over 1 lakh new jobs expected through shipbuilding, logistics, and maritime services, reinforcing Odisha’s role as India’s “Eastern Maritime Powerhouse.”

6.3. Outcomes & Key Takeaways

The Odisha State Session at India Maritime Week 2025 yielded significant outcomes, reinforcing Odisha’s position as the maritime hub of India’s eastern seaboard and aligning with the national objectives of **Maritime India Vision 2030** and **Amrit Kaal Vision 2047**. The event showcased Odisha’s progressive policy ecosystem, strategic port infrastructure, and investor-ready maritime projects.

Key Deliverables and Insights:

- **Investment Commitments:**
Nine (9) MoUs worth approximately **₹50,000 crore** were signed across diverse sectors including port expansion, logistics parks, shipbuilding, fisheries, cruise tourism, and skill development.
- **Policy Advancements:**
Launch of the **Odisha Maritime Policy 2025**, focused on holistic maritime growth through port modernization, green shipbuilding, coastal tourism, and blue economy initiatives. The policy sets targets to enhance cargo handling capacity to **500 MMTPA by 2047**.

Report Launched:

- **CMEC (RIS) – India Maritime Report 2025-26**, titled “*Uniting Oceans, One Maritime Future*,” was unveiled during the session, emphasizing Odisha’s pivotal role in India’s maritime expansion and sustainable coastal development.
- **Strategic Partnerships:**
- Strengthened collaboration with global and domestic industry leaders including **Adani Ports, JSW Infrastructure, Dhamra Port Private Ltd.**, and international partners from the **UAE, Japan, and Netherlands** for technology transfer in ship repair, port digitization, and green hydrogen initiatives.

Key Takeaways:

• Port-Led Growth:

The state’s upcoming **Bahuda Satellite Port** in Ganjam and expansion projects at **Dhamra** and **Paradeep Ports** are set to boost Odisha’s port capacity, contributing significantly to the national target of **10,000 MTPA** by 2047.

• Innovation Drive:

The policy framework prioritizes establishment of shipbuilding and ship-repair clusters, smart-port technologies, and digital single-window systems for investors, expected to create over **1 lakh employment opportunities** in the maritime and logistics ecosystem.

• Sustainability Focus:

Odisha’s **Blue Economy Mission 2025** emphasizes environmental sustainability through green-port initiatives, renewable energy integration, coastal resilience programs, and eco-tourism development across Puri, Chandipur, and Gopalpur coasts.

6.4. Photographs & Collaterals



7. Goa State Event

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7.1. Time-wise agenda including major sessions and activities

The Goa Session at India Maritime Week 2025 (IMW 2025), held on October 27, 2025, from 12.00 PM - 1.30 PM at Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai, the session convened various stakeholders, including government officials, industry leaders, and international delegates. The Goa Session presented highlighted the transformative journey of the Mormugao Port Authority (MPA) as it advances toward becoming a modern, sustainable, and globally competitive maritime hub. Graced by Dr. Pramod Sawant, Hon'ble Chief Minister of Goa, as the Chief Guest, and Shri Digambar Kamat, Hon'ble Minister for Ports, Public Works, and Legal Metrology, as the Guest of Honor, the session underscored Goa's strategic role in India's maritime growth story. The event showcased MPA's rich legacy, strategic importance, and its impressive growth in cargo throughput and cruise tourism. It emphasized the port's commitment to environmental stewardship through innovative dust control systems, renewable energy adoption, and water conservation measures. A total of 25 MoU's amounting Rs.6,163.47 Crores are signed for the IMW 2025.

Start Time	End Time	Session	Speaker / Dignitary
12:00 PM	12:02 PM	Arrival and Seating	—
12:02 PM	12:10 PM	Welcome Speech & Felicitation	Official from Captain of Ports Department
12:10 PM	12:20 PM	Address by Hon'ble Minister for Captain of Ports Department, Public Works Department and Legal Metrology, Government of Goa	Shri. Digambar Kamat
12:20 PM	12:30 PM	Address by Hon'ble Chief Minister of Goa	Dr. Pramod Sawant
12:30 PM	12:35 PM	Speaker 1	Dr. N. Vinodkumar, IPoS
12:35 PM	12:40 PM	Speaker 2	Shri. Octavio A. Rodrigues
12:40 PM	12:45 PM	Speaker 3	Shri. Saurabh Dave
12:45 PM	12:50 PM	Speaker 4	Shri. Abayomi Samuel Aina
12:50 PM	12:55 PM	Speaker 5	Shri. Sachin Wani
12:55 PM	1:00 PM	Speaker 6	Shri. Prasad Sawant
1:00 PM	1:18 PM	Address by Special Guest	—
1:18 PM	1:28 PM	Exchange of MoU's and Launching of Goa Maritime & Waterways Infrastructure Development Vision Document	—
1:28 PM	1:30 PM	Vote of Thanks	Official from Captain of Ports Department

7.2. Event Highlights

1. Goa stands at the forefront of India's maritime transformation, harmonizing its deep blue seas and lush green shores through a sustainable development model. Under the visionary leadership of the Government of Goa and the Ministry of Ports, Shipping and Waterways, the State has been driving forward projects that enhance **trade, tourism, and connectivity** while prioritizing **ecological preservation**.
2. Mormugao Port has emerged as a major growth engine, recording **steady infrastructure investment** in **port modernization, renewable energy, connectivity improvements, and sustainable practices**. Over the past five years, **projects worth ₹1,016 crore** have been completed through **Government Budgetary Support, Internal Resources, and Public-Private Partnership (PPP) models**.

3. These initiatives embody Goa's commitment to "**Blue Growth with Green Responsibility**", setting a national benchmark for sustainable coastal and maritime development.
4. The session carried the theme "**Blue Meets Green: Goa's Model for Sustainable Maritime Development**".
5. Major announcements included:
 - a. Allocation of **₹ 200 crore** for National Waterways projects in Goa by Inland Waterways Authority of India (IWAI).
 - b. A **₹ 3,500 crore** agreement with Atlantic & Pacific LNG Inc. for establishing LNG infrastructure at Mormugao Port Authority.
 - c. Launch of the "Goa Maritime & Waterways Infrastructure Development Vision Document".
6. Focus sectors: cruise & ferry infrastructure, ship-building & repair, green fuel bunkering, inland waterways, marine tourism.

7.3. Outcomes & Key Takeaways

- MPA is a pioneer in green port initiatives, including the Harit Shrey incentive scheme for eco-friendly vessels.
- The port has made significant strides in cruise tourism, with increasing guest numbers and cruise calls.
- Sustainable practices such as treated water reuse and solar energy expansion are central to MPA's operations.
- Strategic partnerships and MoUs are driving long-term infrastructure and energy projects.
- MPA's efforts have led to notable reductions in air pollution, enhancing environmental quality around the port.
- **Investment Commitments:** Several MoUs signed, including major commitments such as ₹ 3,500 crore for LNG infrastructure and national waterways funding.

Sr	Name of MoU	Name of the Stakeholder	Amount (Rs in Cr)
1	Setting up of LNG Facilities	M/s Atlantic & Pacific LNG	3,500
2	Redevelopment of Berth No.9 on EPC mode.	M/s Gammon Engineers and Contractors Private Limited	1,000
3	Development of Vasco Bay infrastructure includes construction of Fishing harbour, Passenger Jetty, Coastal cargo berth & Berths for Indian Navy and Indian Coast Guard.	M/s. Indian Port Rail & Ropeway Corporation Ltd,	1,000
4	Capital Dredging of Approach Channel and inner Basin for handling of Capesize Vessels at Mormugao Port.	M/s International Seaport Dredging Private Limited (ISDPL)	500
5	Berthing facilities at Finger Jetties 1,2 & 3	M/s Indian Coast Guard	250
6	Development of LPG Facilities	M/s Cisterina	100
7	Development of Berth-3	M/s. Indian Port Rail & Ropeway Corporation Ltd	25
8	Design, Supply, Installation, & Commissioning of 2MWp Solar Power Plant at MgPA	M/s Oriana Power Ltd	20

- **Policy / Framework Launch:** The Vision Document positions Goa as a model for sustainable maritime development with emphasis on “Blue Growth with Green Responsibility”.
- **Strategic Partnerships & Innovation:** Goa advanced global and domestic collaborations in green shipping, smart ports, cruise terminals, inland-waterway connectivity and ship-repair clusters.

Key Takeaways:

- Maritime growth in Goa moves in tandem with ecological stewardship under the “Blue Meets Green” motto.
- Diversification across ports + tourism + logistics + ship-building + renewables is underway.
- Inland waterways and green fuel bunkering are emerging as strategic enablers.

7.4. Photographs & Collaterals



8. Karnataka State Event

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8.1. Time-wise agenda including major sessions and activities

The Karnataka Session at India Maritime Week 2025 (IMW 2025), was held on October 28, 2025, from 10:30 AM - 1.00 PM at Indian Ocean, Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai, the session convened various stakeholders, including government officials, industry leaders and delegates.

Start Time	End Time	Duration	Session / Agenda
10:30 hrs	10:40 hrs	10 minutes	Welcome Address & Context Setting Chief Executive Officer, Karnataka Maritime Board
10:40 hrs	10:55 hrs	15 minutes	Felicitation of Session Chair and Dignitaries present on the Stage
10:55 hrs	11:10 hrs	15 minutes	Special Address by Session Chair Hon'ble Minister for Fisheries, Ports and Inland Water Transport, Government of Karnataka
11:10 hrs	11:25 hrs	15 minutes	Special Address by Secretary, IDP&IWT Department Secretary to Government, Infrastructure Development, Ports and Inland Water Transport Department, Government of Karnataka
11:25 hrs	11:30 hrs	5 minutes	Promotional Video Presented by Karnataka Maritime Board
11:30 hrs	12:30 hrs	60 minutes	Seminar Session: Exploring PPP Synergies for a Sustainable Blue Economy Panelists:• Dr. A. V. Ramana – Chairman, New Mangalore Port Authority (NMPA)• Shri. Balachandra H.C, IFS – CEO, Karnataka Maritime Board• Shri. Sunil Gupta (IRTS) – Director (Operations & Commercial), Konkan Railway Corporation Limited• Shri. Dinesh Kumar Kaller – Director, Department of Fisheries, Government of Karnataka• Dr. (Capt.) Inderveer Solanki – Project Director, National Inland Navigation Institute (NINI)• Shri. Devki Nandan Sharma – Whole Time Director, JSW Infrastructure Ltd. • Shri. Sujal Shah – CEO, Adani Ports and SEZ, Mundra and Tuna Ports Moderator: Shri. Vasu Deva – Deputy CEO, Black Brix
12:30 hrs	12:45 hrs	15 minutes	Q & A Session
12:45 hrs	13:00 hrs	15 minutes	Concluding Remarks & Vote of Thanks Director, Ports and Member (Maritime & IWT Operations), Karnataka Maritime Board

8.2. Event Highlights

8.2.1. Strategic Vision & Policy Announcements

- Karnataka is the first Indian state to finalize a Maritime & Waterways Master Plan, covering 126 projects worth ₹23,000+ crore.
- Launch of Karnataka Maritime Development Policy 2024 and PPP Infrastructure Policy 2025.
- Emphasis on green logistics, PPP-driven port development, and shoreline management.

8.2.2. Infrastructure & Investment Focus

- 10 ready-to-launch PPP projects worth ₹7,500 crore, including:
 - Greenfield ports at Keni,
 - Cruise terminal at Mangalore
 - Water metro, ferry services, island tourism, and maritime museum
- Keni Port: ₹4,000 crore investment, 30 MTPA capacity, developed with JSW Infrastructure

8.2.3. Connectivity & Rail Integration

- Konkan Railway Corporation presented rail connectivity plans for Keni, Monkey, and Karwar ports.
- Innovative freight terminal models and MoUs signed for Amali Railway Siding.

8.2.4. Fisheries & Coastal Development

- Fisheries Department highlighted:
 - Karnataka as Best Marine State (2023)
 - ₹3,000 crore budget allocation for fisheries modernization
 - PPP opportunities in fishing harbors, aquaculture parks, and fish markets

8.2.5. Skill Development & Training

- Inland Waterways Institute emphasized:
 - Standardized training under Inland Vessels Act 2021
 - Career pathways from inland to ocean-going vessels
 - PPP models for Centers of Excellence in maritime skilling

8.3. Panel Spotlights

8.3.1. Panel 1: PPP Synergies for Sustainable Blue Economy

Moderator: Shri Vasu Deva

Panelists: Dr. A. Ramana (NMPA), Shri Balachandra HC (KMBB), JSW Infra, Adani Ports, KRCL, Fisheries Dept., NINI, etc.

Key Themes:

- PPP as a catalyst for infrastructure expansion
- Importance of policy stability, investor trust, and reducing red tape
- Cruise tourism, ship repair, and coastal connectivity as high-potential sectors

8.3.2. Panel 2: Cruise & Passenger Economy – National Forum

Moderator: Dr. Vinod Kumar

Panelists: MSC Cruises, Cordelia Cruises, Antara River Cruises, Port of Oslo, Immigration, Customs, Tourism Ministry

Key Themes:

- Cruise Bharat Mission: 10x growth target by 2047
- Infrastructure, SOPs, and digital reforms for cruise facilitation
- River cruise success stories (e.g., Ganga Villas)
- International best practices in green port operations and shore power

8.3.3. Panel 3: Operational Integration & Policy Reform

Moderator: Dr. Akar Raju

Panelists: Immigration, Customs, Kochi Port, M2M Ferries, Cruise Advisors

Key Themes:

- E-visa, biometric simplification, and SOPs for cruise passengers
- Customs reforms for cruise vessels and passenger goods
- ROPAX and ferry services as sustainable transport models
- Call for simplified cruise policy and integrated digital platforms

8.4. Outcomes & Key Takeaways

a. Policy & Governance

- i. Karnataka positioned as a **model maritime state** with clear policy, master plan, and PPP frameworks.
- ii. Strong alignment with **Maritime India Vision 2030** and **Amritkal Vision 2047**.

b. Investment & Infrastructure

- i. ₹7,500 crore worth of **bankable PPP projects** ready for launch.
- ii. **Keni Port** and **Monkey Port** to significantly boost cargo capacity and regional economy.

c. Connectivity & Logistics

- i. Konkan Railway's innovative freight models and MoUs to reduce logistics costs and improve hinterland access.

d. Cruise & Tourism

- i. Cruise Bharat Mission aims to make India a **Top-10 cruise destination**.
- ii. Domestic cruise operators like Cordelia Cruises are expanding rapidly.
- iii. River cruise tourism is a proven success, with global interest from Viking and others.

e. Skill Development & Sustainability

- i. Inland Waterways Institute and KMBB committed to **capacity building and green maritime practices**.
- ii. Port of Oslo shared global best practices in **carbon-neutral port operations**.

9. Tamil Nadu State Event

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9.1. Time-wise agenda including major sessions and activities

As part of India Maritime Week 2025, the Tamil Nadu State Session held on **29th October from 10:00 AM to 12:45 PM** spotlighted the state's strategic maritime ambitions under two compelling themes: "**Tamil Nadu Ports: Gateway to Growth, Enabling Trade, Tourism & Industrial Corridors**" and "**Tamil Nadu's Next-Gen Maritime Industries: Shipbuilding, Clean Energy & Industrial Manufacturing.**"

Date and Time	29th Oct 10:00 AM ~ 12:45 PM
Theme	<p>Theme 1: Tamil Nadu Ports: Gateway to Growth, Enabling Trade, Tourism & Industrial Corridors</p> <p>Theme 2: Tamil Nadu's Next-Gen Maritime Industries: Shipbuilding, Clean Energy & Industrial Manufacturing</p>
Type	Panel discussion and plenary session
Key Dignitaries	<p>Panel 1</p> <ul style="list-style-type: none"> I. Mr. E.V. Velu, Hon'ble Minister for Public Works (Buildings, Highways & Minor Ports)Government of Tamil Nadu J. Mr. Sunil Paliwal, IAS, Chairman, Indian Ports Association, Chennai Port Authority & Kamarajar Port Limited K. Mr. T.N. Venkatesh, IAS, Vice Chairman & CEO, Tamil Nadu Maritime Board L. Mr. Shri K. Manivasan, IAS, ACS, Tourism, GoTN M. Dr. Darez Ahamed, IAS, MD & CEO, Guidance TN N. Mr. Rinkesh Roy, Jt. MD & CEO, JSW Infrastructure O. Mr. Jurgen Bailom, Pres. & CEO, Waterways Leisure Tourism P. Mr. Karthikeyan, GM, HMIL (Hyundai Motor India Ltd.) <p>Panel 2</p> <ul style="list-style-type: none"> A. Dr. T.R.B. Rajaa, Hon'ble Minister for Industries, Gov. of Tamil Nadu B. Mr. Susanta Kumar Purohit, IRSEE, Chaiman, VOC Port Authority (Tuticorin) C. Mr. V. Arun Roy, IAS, Secretary to GoTN (Industries, Investment Promotion & Commerce Department) D. Mr. H. Shankar, MD, CPCL E. Mr. Muthu Maruthachalam C, President & Chief Operating Officer Daimler India Commercial Vehicles Pvt. Ltd F. Mr. Paras Pal, Head Business Development, L&T Shipyard G. Mr. Shri Bidyut Chakraborty, VP – Comm, SembCorp
Panel moderators	Mr. Sunil Paliwal, IAS, Chairman, Indian Ports Association, Chennai Port Authority & Kamarajar Port Limited

Background:

Tamil Nadu, a frontrunner in India's maritime and industrial growth, showcased its comprehensive maritime vision at the **Indian Maritime Week 2025** on 29th October in Mumbai. Aligning with India's **Maritime Amrit Kaal Vision 2047**, which targets 10,000 MMTPA port

capacity and carbon neutrality by 2047, the Tamil Nadu session highlights the state's pivotal role as a **manufacturing, export, and logistics powerhouse**.

The session, building on the success of Tamil Nadu's "Best State Session" at GMIS 2023, underscores the state's **multi-port expansion, green transition, and industrial corridor integration** under the **Tamil Nadu State Ports Development Policy 2023**.

The **key themes covered** during the session were as follows: **ports as gateways** to growth; expansion of **tourism and cruise infrastructure**; development of **corridors and connectivity**; attraction of **next-generation maritime industries** focusing on **shipbuilding, green fuels, offshore wind, and clean energy**; and fostering **synergy with industrial manufacturing** to position Tamil Nadu as India's **gateway to global trade**.

Panel discussions:

There were two panel discussions, each lasting one hour, focusing on two thematic areas: **Theme 1: Tamil Nadu Ports: Gateway to Growth, Enabling Trade, Tourism & Industrial Corridors**; and **Theme 2: Tamil Nadu's Next-Gen Maritime Industries: Shipbuilding, Clean Energy & Industrial Manufacturing**. The session began with **Mr. T.N. Venkatesh, Principal Secretary, Tamil Nadu Maritime Board**, setting the context and highlighting the key developments and focus areas for strengthening the state's maritime ecosystem. This was followed by the second panel discussion, initiated by **Mr. Arun Roy**, which focused on the industrial and investment perspectives, emphasizing Tamil Nadu's potential in shipbuilding, clean energy, and industrial manufacturing.

Some key insights from the context setting:

Key panel discussion highlights:

Panel 1: Tamil Nadu Ports: Gateway to Growth, Enabling Trade, Tourism & Industrial Corridors

1. Port Infrastructure & Vision

- Tamil Nadu aims to achieve a **\$1 trillion economy**, positioning the maritime sector as a **key contributor** to this goal.
- The state has a **1,069 km coastline with 3 major ports** (Ennore, Chennai, and Tuticorin/VOC) and **17 minor ports**.
- Expansion Targets:
 - Plans to **expand to a total of 7 major ports** by 2040.
 - **Four key locations—Vanagiri, Sirkali, near Thoothukudi, and near Kanyakumari**—have been identified for development as new minor ports.
- Ongoing & Planned Projects:
 - **Cuddalore Greenfield Port** concession successfully established.
 - **Development of Nagapattinam Port** on a similar model.
 - Other projects include **Cuddalore Brownfield Port and Udangudi Port Project**.
- Strategic Approach:
 - **Implementation of Plug-and-Play Port models**, where the **government develops core infrastructure** (e.g., breakwater, dredging) to attract private investment and promoting ease of doing business.
 - Commitment to **developing Green Ports and Green Hydrogen Hubs** to ensure sustainable growth.

2. Logistics & Connectivity

- Infrastructure Projects:
 - Construction of an **Elevated Corridor to Chennai Port** to enhance port access and reduce travel time, especially benefiting automobile exports.
 - Development of a **Multi-Modal Logistics Park in Mappedu, Tiruvallur—Tamil Nadu's first greenfield project of its kind**, in collaboration with central agencies).
- Integrated Corridors: Focus on building **seamless rail, road, and pipeline connectivity** for efficient cargo movement.
- Regional Corridor Development:
 - **Bengaluru–Chennai Industrial Corridor** planned for double-stack container movement, reducing logistical bottlenecks and boosting export efficiency.

3. Anchor Industries & Export Competitiveness

- Automobile Hub:
 - **Chennai Port** plays a central role in Tamil Nadu's position as a leading automobile manufacturing and export hub.
 - **VOC Port (Thoothukudi)** is the only Indian port capable of handling 25,000 cars simultaneously for Ro-Ro operations.
- Industrial Strengths: Strong presence across **Automobiles, Textiles, IT Services, and Electronic Components**.

4. Coastal Shipping, Tourism & Blue Economy

- Coastal Shipping:
 - Only **6% of India's domestic cargo currently moves via coastal routes** (global average: 5–8%), representing a major growth opportunity.
 - Tamil Nadu plans to **promote coastal shipping through dedicated coastal terminals, regular sailing schedules, and incentive schemes** inspired by Europe's "Motorways of the Sea" model.
- Cruise Tourism:
 - Waterways Leisure Tourism, a major cruise operator based in Tamil Nadu has **committed to transporting 1.5 lakh passengers over the next three years, making Chennai a home port**.
 - The **state tourism policy offers capital subsidies and interest subventions** for cruise vessels carrying over 100 passengers.
- Tourism Vision:
 - Tourism currently contributes **5% to GSDP, with a policy target of 12% by 2030**.
 - Emphasis on responsible and sustainable tourism through development of thematic circuits and improved accessibility.
- Blue Economy Initiatives:
 - Following the Blue Economy Summit 2025 (Chennai), Tamil Nadu plans to **develop a Coastal Aquaculture Hub** to strengthen **marine-based livelihoods and promote sustainable blue growth**.

5. Workforce Development

- Plans to **establish an Institute of Maritime Excellence** to build a globally competitive maritime workforce.
- Focused on leveraging Tamil Nadu's skilled talent base to make the state a leading maritime workforce provider for India and abroad.

Panel 2: Tamil Nadu's Next-Gen Maritime Industries: Shipbuilding, Clean Energy & Industrial Manufacturing.

1. Tamil Nadu's Economic and Policy Stability

- Tamil Nadu is recognized as **India's most industrialized state and the fastest-growing economy** in the country. While India's growth rate is around 7%, Tamil Nadu is growing at 11.9%
- A major advantage for investors is the **policy stability and continuity**, which ensure **consistent incentives and packages**, thereby fostering an **environment conducive to ease of doing business**
- The state's pitch to investors goes beyond locations (ports/destinations). It highlights the **unmatched industrial ecosystem, world-class infrastructure, and skilled talent pool**.

2. Strategic Focus Areas for Future Growth

- Tamil Nadu aims to become the **shipbuilding capital of South Asia**, focusing on commercial carriers, defense vessels, fishing boats, offshore vessels, and maintenance/repair services.
- Future growth is guided by an **integrated strategy** that prioritizes **high-growth sectors such as Defense and Aerospace, Health Sciences, Footwear, and Shipbuilding (with Tuticorin identified as a key hub)**, while also linking **shipbuilding with emerging industries like wind energy and green hydrogen manufacturing**
- Transitioning from "labor arbitrage" to a **knowledge-driven economy**, creating high-quality jobs in manufacturing and services.
- Tamil Nadu is a recognized talent hub, **producing nearly 150,000 engineers annually and housing one-fifth to one-third of India's technical education institutions**.
 - The government emphasizes **continuous upskilling and industry feedback to shape curriculum and policy**.

3. Industry Specific Examples & Success Stories

- Port Operations and Connectivity
 - **Chennai Port serves as a key maritime lifeline**, handling over **65,000 TEUs of energy-related cargo** and connecting to **10 export destinations**
 - It welcomed its **first VLCC in 2018** and has since handled over **95 such vessels**
 - Recent infrastructure upgrades enable **simultaneous operations of two product tankers**, enhancing efficiency
- CPCL – Chennai Petroleum Corporation Limited
 - CPCL has **operated for over 60 years**, producing approximately **10.5 million tonnes of fuel annually**
 - It meets **one-third of Tamil Nadu's motor spirit demand** and is the **only refinery in India producing fuels, lubricants, and wax** at the same facility
- Daimler India Commercial Vehicles – DICV
 - Established in Chennai in 2009 as a 100% subsidiary of Daimler AG
 - Over the past decade, it has **exported 63,000 aggregates and 33,000 trucks and buses to more than 60 global markets**

- Key success factors include a **robust industrial ecosystem**, a **skilled and passionate workforce**, **strong port connectivity**, and **flexible policy support**
- Larsen & Toubro – L&T Shipbuilding, Kattupalli Port)
 - The **L&T Shipyard in Kattupalli**, located 40 km north of Chennai, spans **225 acres**
 - It **houses India's largest Shiplift (21,000 tonnes capacity)**.
 - Over the past 13 years, it has **built 55+ ships** and **undertaken repairs for US Navy vessels**
 - The facility **integrates digital twin technology, mobile apps for real-time tracking, and robotics for precision processes such as welding**.

MoUs Exchanged

As part of Tamil Nadu's strategic push to strengthen its maritime infrastructure and industrial ecosystem, several key organizations have committed significant investments across port modernization, cruise tourism, logistics, and export facilitation. These projects—ranging from cruise terminal development and dredging operations to automotive export expansion—reflect the state's integrated approach to enhancing trade, connectivity, and coastal economic growth. The following table outlines major initiatives and investments announced by leading public and private sector entities.

Organization	Project	Investment	Description
National Projects Construction Corporation (NPCC)	Development of cruise terminal and seafarers club	₹33 Crores	Enhancing passenger amenities and tourism-related facilities at various ports
Indian Port Rail & Ropeway Corporation Ltd (IPRCL)	Modernisation of Chennai Shipping Harbour	₹168 Crores	Upgradation of fishing harbour infrastructure to improve livelihood and efficiency
Dredging Corporation of India	Capital and maintenance dredging	₹250 Crores	Ensuring navigable depth and smooth maritime operations through continuous dredging
Waterways Leisure Tourism Ltd.	Development of Chennai Port as a cruise port	₹500 Crores	Promoting tourism by developing facilities and infrastructure for cruise operations
Hyundai Motor India Ltd (HMIL)	Allotment of additional 10,000 sq. meters for export car stacking	₹4,320 Crores	Expansion of car export handling facility to boost automotive export operations

Session pictures



10. GMIS- Reviving Veins of Inland Trade

SPOC

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10.1. Time-wise agenda including major sessions and activities

The session “GMIS – Reviving Veins of Inland Trade” at India Maritime Week 2025, held on October 28, 2025, from 10:00 AM to 1:30 PM at Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai, brought together senior government officials, industry leaders, policy experts, and international delegates to deliberate on unlocking India’s economic vitality through inland waterways. The discussions focused on revitalizing riverine logistics, enhancing multimodal connectivity, and promoting environment-friendly cargo movement as part of India’s sustainable transport agenda. Three thematic panels explored the role of inland waterways in future logistics, the emergence of river-based tourism and cultural circuits, and the integration of water transport into urban mobility systems. The session underscored inland waterways as vital blue corridors for reducing logistics costs, fostering regional trade, and driving inclusive economic growth, reinforcing the Government of India’s commitment to sustainable and integrated transport infrastructure under the **Sagarmala Programme**.

Start Time	End Time	Description
10:00 AM	10:05 AM	Welcome and Felicitation of the Dignitaries
10:05 AM	10:10 AM	Welcome Address by Shri Sunil Kumar Singh, Chairman (I/C), Inland Waterways Authority of India (IWAI)
10:10 AM	10:15 AM	Address by Shri Vijay Kumar, Secretary, Ministry of Ports, Shipping and Waterways (MoPSW)
10:15 AM	10:20 AM	Address by Shri Shantanu Thakur, Hon’ble Minister of State, MoPSW
10:20 AM	10:35 AM	Address by Shri Sarbananda Sonowal, Hon’ble Union Minister, MoPSW
10:35 AM	10:45 AM	MoU Exchange Ceremony
10:45 AM	10:50 AM	Session Briefing by Shri Amit Gupta, Partner, EY
10:50 AM	11:35 AM	Panel I: Navigating Growth – Inland Waterways in the Forefront of Future Transport and Logistics
11:35 AM	11:40 AM	Presentation by Ms. Tanya Chandra: <i>Legal Framework under the Coastal Shipping Act, 2025 for Integration of Coastal & Inland Waterways</i>
11:40 AM	12:30 PM	Panel II: Cruising Ahead – Positioning India’s Rivers as Corridors of Tourism and Culture
12:30 PM	01:20 PM	Panel III: Urban Water Transport System – Bridging the Gaps in Water-Based City Mobility: Policy, Infrastructure, and Innovation
01:25 PM	01:30 PM	Concluding Remarks and Vote of Thanks by Shri A.K. Mishra, Chief Engineer, IWAI

10.2. Event Highlights

The event included ministerial addresses which underscored India’s commitment to transforming its extensive river network into dynamic corridors of trade, tourism, and sustainable growth. Hon’ble Union Minister Shri Sarbananda Sonowal and Hon’ble Minister of State Shri Shantanu Thakur emphasized that inland waterways will play a central role in achieving the goals of *Maritime India Vision 2030* and *Viksit Bharat 2047*. Key focus areas included the rapid growth of the Inland Water Transport (IWT) sector, adoption of green and digital technologies, policy reforms through the *National Waterways Act (2016)* and *Inland Vessels Act (2021)*, and large-scale infrastructure expansion under the *Jal Marg Vikas* and *Jal Vahak* schemes. The ministers also highlighted the rise of river cruise tourism under the *Cruise Bharat Mission*, regional cooperation with neighboring countries, and the need for robust

public-private partnerships and skilling initiatives to unlock India's full blue economy potential.

Key Highlights

- **Inland Waterways as Future Corridors:**
India's rivers and canals envisioned as dynamic corridors of trade, tourism, and connectivity driving inclusive growth.
- **Vision Alignment:**
Both ministers reaffirmed commitment to **Maritime India Vision 2030** and **Viksit Bharat 2047**, emphasizing sustainable and resilient waterways.
- **Green & Digital Transition:**
Focus on **hydrogen fuel cell, electric and hybrid vessels**, and **digital navigation systems** to promote efficiency and sustainability.
- **Major Policy Reforms:**
Implementation of **National Waterways Act (2016)** and **Inland Vessels Act (2021)** enabling safer and more efficient movement.
- **Infrastructure Expansion:**
Development of multimodal terminals and **public-private partnerships** under projects like **Jal Marg Vikas** and **Jal Vahak Scheme**.
- **Skill & Capacity Development:**
Establishment of **Maritime Skill Development Centres** and **Regional Centres of Excellence** to prepare youth for maritime careers.
- **Cruise & Tourism Promotion:**
Growth from 3 to 29 river cruise vessels; launch of **Cruise Bharat Mission** to expand terminals and marinas nationwide.
- **Regional Cooperation:**
Strengthened ties with **Bangladesh, Nepal, Bhutan, and Myanmar** through the **Regional Waterways Grid Initiative**.

10.3. Panel Highlights

10.3.1. Session 1: "Future of Inland Water Transport in India: Integrating Waterways into National Logistics"

The session highlighted India's progress from five operational national waterways a decade ago to 32 today—achieving a remarkable 20% CAGR in cargo volumes—and explored the next steps for deepening multimodal connectivity, sustainability, and industrial integration.

Moderator: Shri Amit Gupta, Partner, EY India

Panelists:

- a. **Shri Sunil Kumar Singh**, Chairman, Inland Waterways Authority of India (IWAI)
- b. **Smt. Usha Padhee**, Principal Secretary, Housing & Urban Development and Additional Charge of Commerce & Transport, Government of Odisha
- c. **Shri Pranab Jha**, Executive Vice President, JSW Steel Ltd.
- d. **Shri Prahit Purohit**, Chief Operating Officer, Star Cement
- e. **Captain Priyaranjan Bahira**, AVP – Ports & Shipping, UltraTech Cement
- f. **Shri Vivek Arya**, Regional CEO (India), Rhenus Logistics

- g. **Shri Rajnesh Gogoi**, Managing Director, Assam Petrochemicals Ltd.
- h. **Mr. Harry Dier**, Partner, NESSTRA Netherlands

Key Highlights and Insights

- **IWAI's Vision and Digital Roadmap**
Opening the discussion, **Shri Sunil Kumar Singh** outlined IWAI's future roadmap focusing on multimodal integration, cargo diversification, and digital governance. He announced the phased implementation of National River Traffic and Management System, which will enable real-time vessel tracking and enhance cargo efficiency. He emphasized collaboration with industry partners for scale and reliability, along with coastal-inland transshipment linkages.
- **State Perspective – Odisha's Maritime Strategy**
Smt. Usha Padhee underlined Odisha's unique geographical advantage as India's eastern maritime gateway, serving hinterland states like Bihar, Chhattisgarh, and Telangana. She highlighted the state's vision to integrate IWT with its holistic maritime policy, targeting 500 MMT of cargo evacuation by 2036 through its five upcoming ports—Paradip, Dhamra, Gopalpur, Astarang, and Subarnarekha. She also announced the formation of an SPV for NW-5 and NW-65 and underscored opportunities in terminal management, river cruising, and eco-tourism.
- **Industry View – Steel and Cement Sectors Leading Adoption**
From the user industry perspective, **Shri Pranab Jha (JSW Steel)** shared how JSW pioneered the use of NW-10 near its Dolvi plant, deploying custom-designed mini bulk carriers (MBCs) to integrate sea and river logistics, achieving substantial cost and carbon efficiencies. **Shri Prahit Purohit (Star Cement)** emphasized the potential of circular logistics for the cement sector, utilizing the Indo-Bangladesh Protocol (IBP) route for two-way movement of raw materials and finished products. He acknowledged IWAI's proactive support in enabling first-time movements and infrastructure improvements such as road connectivity to Pandu port and creation of vessel repair facilities in Assam.
- **Captain Priyaranjan Bahira (UltraTech Cement)** recommended key operational improvements—night navigation, higher vessel speeds, green channels at border crossings, and mechanized terminals—to cut turnaround times from 22 to as low as 8 days, making IWT commercially viable for cement logistics.
- **Logistics and Private Sector Perspective**
Shri Vivek Arya (Rhenus Logistics) announced the company's entry into the Indian IWT market with 30 vessels and pushers to be deployed across NW-1, 2, and 16 by 2026. He credited IWAI's proactive facilitation and noted that sustainable two-way cargo flows and consistent river draft levels are critical for long-term viability.
- **Petrochemicals and North-East Connectivity**
Shri Rajnesh Gooi (Assam Petrochemicals) stressed that navigability assurance, last-mile connectivity, and cargo aggregation are essential for enabling large-scale petrochemical movement via IWT in the North-East, complementing regional economic development.

- **Global Perspective and Policy Recommendations**

Mr. Harry Dier (NESSTRA Netherlands) drew parallels between European and Indian waterways, highlighting the need to treat rivers as *economic corridors*. He advocated for:

- Clustered riverine industrial development,
- Modular and standardized vessel design,
- Financial instruments such as government-backed guarantees for green investments, and
- Digital corridor management to optimize vessel and cargo operations.

He also reaffirmed Netherlands' commitment to Indo-Dutch cooperation under the renewed MoU on Inland Waterways signed during the conference.

- **Policy and Institutional Reforms**

Responding to a concluding question, Smt. Padhee proposed establishing State Maritime Boards to streamline inter-departmental coordination and emphasized annual Vision Documents aligned with national IWT goals.

- In closing, Shri Sunil Kumar Singh reiterated IWAI's strategy to operationalize 85 national waterways in the next two to three years through a multi-criteria approach—considering cargo potential, navigability, and regional development goals—and highlighted the expansion of cargo hubs at Varanasi, Sahibganj, and Jogighopa as key priorities.

10.3.2. Session 2: “Cruising Ahead: Positioning India’s Rivers as Corridors of Tourism and Culture”

The second panel discussion underscored river cruise tourism as a pivotal growth engine for India's tourism and waterway ecosystem. With 29 operational cruise vessels (up from 3 in 2014) and 13 navigable rivers, the sector is poised for exponential growth. Panelists emphasized multi-stakeholder coordination, infrastructure development, community integration, and sustainability to position India as a global river cruise hub.

Session Moderator: Shri. Waliul Islam, Partner, EY

Panelists:

1. Dr. Sanjeev Ranjan, Ex-Secretary, MoPSW, Member (T), NCLT
2. Shri. Gyanendra Dev Tripathi, IAS, Principal Secretary to the Govt. of Assam, Transport Department
3. Shri. Venkatramana R. Hegde, Addl.D.G (R&A), Ministry of Tourism
4. Shri. Deepak Sabhlok, Group General Manager, IPRCL
5. Shri. A. K. Bansal, Chief Engineer (NER and T&L), IWAI
6. Shri. Raj Singh, Founder & Chairman, Antara River Cruises
7. Shri. Sanjay Basu, Chairman, Far Horizon Tours Pvt. Ltd. and Adventure Resorts & Cruises Pvt. Ltd.
8. Shri. Vikas Malaviya, CEO, Founder Director, Alaknanda Cruiseline Ltd, Varanasi

KEY TAKEAWAYS

1. River Tourism as the “Opening Batsman” for Waterways

- **Dr. Sanjeev Ranjan:**

- Longest cruise (Varanasi–Dhubri, Jan 2023) entered Limca Book of Records, proving navigability and boosting logistics confidence.
- IWAI's ₹5,000 Cr Jal Marg Vikas Project enabled NW1 development.
- Soft infrastructure critical: Multimodal hubs, last-mile connectivity, 100-km tourism circuits.
- Community stake essential for sustainability; local profits prevent resistance.

2. River Tourism in India's 365-Day Tourism Strategy

- **Shri Venkatraman R.:**

- River cruises address seasonal congestion (rank 94/130 in TTDI).
- Niche products: Wellness (Kerala backwaters), weddings, youth-focused experiential travel.
- MoT initiatives: 13–14 projects under CSS-DASHAN; National Cruise Tourism Committee for SOPs (customs, immigration).

3. Assam's Community-Driven Model

- **Shri Gyanendra Dev Tripathi:**

- World Bank-funded AIWTDS created missing markets via SHGs, jetty committees.
- MV Mahabahu & community jetties enabled direct tourist–artisan trade, eliminating middlemen.
- Floating markets emerged organically.
- 2022 footfall: ~1 Cr tourists (98 Lakhs domestic + 20,000 international).

4. IWAI's Multi-Pronged Strategy

- **Shri A.K. Bansal:**

- Infrastructure: End-to-end fairway (NW1, NW2), green shore power, RIS, ENC, AtoN.
- Safety: 24/7 tugs, pilotage at nominal rates.
- Cruise Bharat Mission: World-class terminals (Varanasi, Kolkata, Guwahati, etc.) in PPP with IIT DPRs.

5. Terminal Design for River Cruise

- **Shri Deepak Sabhlok (IPRCL):**

- Challenges: Liquefaction (Zone V), 8.5m water fluctuation (Brahmaputra).
- Innovations: Dolphin-guided gangways (1:8 slope), EV mobility for elderly.
- Local architecture blend: Walnut paneling (Srinagar), musical fountains (Delhi).
- Bogibeel model: 5.7 acres → marine engineering college.

6. Private Sector Insights

- **Shri Raj Singh (Antara River Cruises):**

- 2027 sold out on Brahmaputra; building 3 new 75m vessels.
- Rivers as destinations: Promote Brahmaputra, Ganga as brands.
- Minimum flow critical for river health; cruises monitor draft.

- **Shri Vikas Malviya (Alaknanda Cruiseline Ltd):**

- Onboard artisan shops/video displays → direct sales, enhanced guest experience.

- **Shri Sanjay Basu (Far Horizon Tours Pvt. Ltd. and Adventure Resorts & Cruises Pvt. Ltd.):**

- Kerala backwaters: 2 boats (1990s) → 2,000 boats today.
- Brahmaputra uniqueness: Kaziranga transit, 7,000m Himalayan views, 3 UNESCO sites.
- Revenue: River cruise \$200–500/passenger/day vs. ocean cruise \$50.

10.3.3. Session 3: “Urban Water Transport System: Bridging the Gaps in Water-Based City Mobility – Policy, Infrastructure, and Innovation”

The third panel spotlighted urban water transport as the “soul” of inland waterways, with 70 million annual passengers already using IWAI-supported systems. Panelists showcased Kochi Water Metro’s replicable model, Bihar’s maritime vision, World Bank policy frameworks, and global tech innovations to make water metro a mainstream, green, 365-day mobility solution.

Session Moderator: Smt. Kalpa Baid, Director, EY

Panelists:

1. Shri Ashutosh Dwivedi, IAS, The State Transport Commissioner, Bihar
2. Shri. Loknath Behera, Managing Director, Kochi Metro Rail Limited
3. Prof. K Murali, Dean (Faculty), Department of Ocean Engineering, IIT Madras, Chennai
4. Shri. Arnab Bandyopadhyay, Lead Transport Specialist, World Bank
5. Mr. Richard van Liere, Partner, Nestra B.V., Netherlands
6. Col. Gautama Dutta, Managing Director, Marinetek India
7. Capt. Devendra Manral, CEO & Director, Indigo Seaways Pvt Ltd, Indigo Seaway

KEY TAKEAWAYS

1. Kochi Water Metro: India’s Pioneer Model

- **Shri Lokanath Behera:**
 - 5.5 million passengers in 2 years (6 routes, 20 vessels).
 - Tech: LTO batteries (15-min charge), auto-door at 96 pax, OCC monitoring, WhatsApp/DC ticketing.
 - Integration: Single ticket for rail metro + water metro + feeder buses.
 - 18 IWAI projects + J&K, Mumbai DPRs by Dec 2025.
 - Optics upgrade: Uniformed crew, societal shift.

2. Bihar’s Maritime Vision for Dense Urban Mobility

- **Shri Ashutosh Dwivedi:**
 - 1,300 km navigable rivers, 7 NWs, riverine islands (e.g., Raghpur Diara).
 - Maritime Board for inter-agency coordination (Transport, UDHD, Tourism, Power).
 - EV focus: 2 electric catamarans in Patna (feasibility).
 - Land constraint solution: Waterways supplement road expansion.

3. World Bank Policy Framework

- **Shri Arnab Bandyopadhyay:**
 - 4 pillars:
 1. Comprehensive Mobility Plans (CMP) – Fit-for-future, greener.
 2. Mobility-as-a-Service (MaaS) – Integrated ticketing, last-mile.
 3. Multimodality – Redundancy during floods.

4. Freight + TOD – Night parcels, riverbank economic nodes.

4. Academic Role in Innovation

- **Prof. K. Murali:**

- Shift to applied research: Bank stabilization, dredging, navigation.
- Success: Mobile-based night navigation (Brahmaputra).
- 40 startups funded via Maritime Innovation Hubs (IIT/IMU).

5. Global Tech & Sustainability (Netherlands)

- **Mr. Richard van der Liere:**

- 4-pillar vision: Infrastructure, Operations, Market, Governance.
- Amsterdam model: 20M free electric ferry passengers/year (1M pop.).
- Tech: AI navigation, real-time depth mapping, aquatic drones.
- Zero-emission vessels mandatory (30–40 yr life).

6. Ro-Pax Success (Gulf of Cambay)

- **Capt. Devendra Manral:**

- 7 years: 17.5L pax, 2.5L cars, 1.53L bikes, 2.1L trucks.
- Savings: 34K tons fuel, 89K tons GHG, 1.67 years time.
- Enablers: Subsidized fares, waived berth charges, sea-time for crew.

7. Floating Terminal Design

- **Col. Gautam Dutta:**

- Modular concrete pontoons (Kochi Water Metro).
- Advantages: Movable, scalable, green.
- Foiling boats: Zero wake, fast, bank-friendly.

Way Forward

1. DPRs for 20 cities by Dec 2025 (IWAI + KMRL).
2. Maritime Boards in all riverine states.
3. MaaS platforms with integrated ticketing.
4. Night freight/parcel on water metro assets.
5. AI + zero-emission vessels as standard.

11. Blue Economy Finance and Investment Forum-2

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11.1. Time-wise agenda including major sessions and activities

The Special Session on “**Blue Economy Finance and Investment Forum – Lending and Credit Solutions**” was held on **October 29, 2025, from 2:00 PM to 3:30 PM** at the Indian Ocean Hall, Hall No. 4, Bombay Exhibition Center, Goregaon, Mumbai.

Strategic Partner: National Bank for Financing Infrastructure and Development (NaBFID)

Session Schedule

Start Time	End Time	Session & Brief of Discussions
2:00 PM	2:05 PM	Welcome address by Anchor; introduction of theme, strategic partner, and audience composition (policy makers, investors, port authorities, ship owners, multilateral institutions, lenders)
2:05 PM	2:10 PM	Introduction of Keynote Speaker
2:10 PM	2:35 PM	Keynote Address: “ <i>Maritime Financing – Unlocking ₹80 Lakh Cr Opportunity for Maritime India Vision 2030 & Amritkaal 2047</i> ”

11.2. Event Highlights

The Session was marked by key highlights as below:

- Strategic confluence of government, industry, and finance leaders to roadmap capital flows into maritime infra.
- Keynote by Shri K.V. Rajkiran Rai G (40+ yrs banking experience; ex-MD&CEO Union Bank, ED OBC, Chairman IBA):
 - Positioned maritime as next transformational sector after highways & renewables.
 - Quantified ₹80 Lakh Cr opportunity (₹50 Lakh Cr debt + ₹30 Lakh Cr equity) over 20 yrs.
 - **Four thematic pillars:** Green next-gen ports, maritime clusters, shipbuilding/repair, coastal & IWT modal shift.
 - **Challenges flagged:** Connectivity, tech upgradation, high capex, skilling, borrowing cost, aging fleet, import dependence.
 - **Govt handholding:** Sagarmala NBFC, Maritime Development Fund (₹25K Cr), interest subvention (₹5K Cr), shipbuilding assistance (₹24.7K Cr), ship-breaking credit (₹4K Cr).
 - **NaBFID value-add:** 30-yr loans, syndication (₹2.6 Lakh Cr sanction book), PCE for insurance/pension funds, GIFT City equity structures, co-lending.
 - **Vision:** India in global top-5 shipbuilders, 8 mega clusters, cruise tourism hub, green & digital maritime ecosystem.

11.3. Outcomes & Key Takeaways

- Maritime sector identified as high multiplier infra play critical for \$30 Tn economy, logistics cost reduction, and 2047 Viksit Bharat vision.
- ₹80 Lakh Cr investment pipeline established; debt-equity mix requires innovative structures (AIF, PCE, GIFT City, blended finance).

- **Policy enablers:** Interest subvention, Sagarmala NBFC, Maritime Development Fund to bridge initial viability gap and lower borrowing cost vs. China/Korea/Japan.
- NaBFID to lead syndication, sector-specialized long-term lending (up to 30 yrs), and PCE to unlock insurance/pension capital into infra bonds.
- Cluster-led ecosystem approach (ports + MSMEs + skilling) essential for shipbuilding competitiveness and import substitution.
- Green & digital focus from Day-1 to attract ESG capital and position India as preferred cruise & transshipment hub.
- **Way Forward:** Stakeholders to co-develop transaction structures, tie-ups with global tech providers, and skill institutions to capture demographic dividend and create millions of maritime jobs.
