

IMA

Insight beyond information

IMA India's Annual CEO Roundtable

 **11th – 14th December, 2025**

 **Conrad Singapore Orchard, Singapore**

Delegate Agenda



Thursday, 11th December, 2025**Networking Dinner****7.00 PM - 8.30 PM***Venue: Nassim Hall*

Kick off the 2025 CEO Strategy Roundtable with a vibrant evening. Set against the elegant backdrop of the Conrad, Singapore, this evening will bring together peers from across Asia for relaxed conversations, good cheer and the perfect start to a weekend of insight, reflection and lasting camaraderie.

Friday, 12th December, 2025*Venue: Nassim Hall***Global Shifts in Markets and Production: A Strategic Reset****9.00 AM - 10.30 AM**

Richard Martin,
Managing Director,
IMA Asia

77 years after the creation of GATT, the tide of globalisation that transformed markets and production is giving way to a more fragmented world. Yet, globalisation continues to exert a powerful influence, particularly through digitalisation. In this opening session of the 2025 CEO Roundtable, Richard Martin will explore what recent shifts mean for MNC operations across the Asia-Pacific. The session will delve into the strategic and market inflection points shaping China and India, how MNCs can navigate an increasingly uncertain global regulatory landscape and what it takes to stay ahead of fast-evolving consumer demand.

Break**10.30 AM - 11.00 AM**

Are We Back to the 1930s?

11.00 AM - 12.30 PM



The 1930s were a decade of shifting alliances, trade protectionism and global economic turbulence – a period when business and politics collided in unpredictable ways, reshaping markets and redefining opportunity. Today, there are visible signs of history repeating itself: fragmented global governance, escalating tariff disputes and disrupted supply chains, together creating a landscape where traditional assumptions no longer hold.

Gary Dugan, Founder and CEO, Global CIO Office and Advisor, Sanctum Wealth

Gary Dugan will explore these striking parallels and show how modern businesses can respond. Drawing on his over 40 years of experience as an economic analyst and investment professional, he will outline the key risks and implications for organisations and present a practical framework for navigating global turbulence. CEOs will gain actionable insights on how they can position their companies to thrive even as the world order evolves unpredictably.

Lunch

12.30 PM - 1.30 PM

China Unlocked: Strategic Insights for Asia and Beyond

1.30 PM - 3.00 PM



Pierre Cohade, Chairman, IMA Forums, China

China's ongoing economic rebalancing is sending shockwaves across continents. Understanding this shift is no longer optional, but a must-do for global leaders. Join Pierre Cohade, one of the rare Western CEOs who has successfully led a major Chinese company, as he unpacks the forces shaping China's markets and their global ripple effects. This session will dive into the emerging opportunities, potential pitfalls and practical strategies for CEOs to navigate China's policies, trade dynamics and regulatory complexities. Participants will gain actionable insights on turning China-driven challenges into growth and resilience, leaving with a sharper perspective on positioning their business for success across every region influenced by China's rise.

Break**3.00 PM - 3.30 PM****From Space to Strategy: Real Estate Trends
Powering the Future of Business****3.30 PM - 4.45 PM**

Anshul Jain, Chief Executive— India, SEA, MEA & APAC Office and Retail, Cushman & Wakefield

For many firms, real estate is the largest investment after talent—especially in the services sector. As work models, employee expectations and business priorities continue to shift, leaders must rethink how physical space can support innovation, collaboration and purpose. Increasingly, real estate is going from being a cost centre to a strategic enabler, and this session will explore how CEOs across services and manufacturing, can leverage it to drive growth, shape culture and gain competitive advantage.

It will also spotlight what lies ahead – examining themes such as quality, wellness and collaboration, and their influence on workspace design and utilisation. It will also touch upon India’s growing prominence as a global destination for innovation and R&D, the impact of a thriving startup ecosystem on demand for agile, scalable real estate and how technology is transforming everything—from workspaces to warehousing.

Finally, the session will explore how evolving business realities, including the drive for a sustainability and the dynamics of a multi-generational workforce, are shaping the future of real estate.

Chopsuey Cafe, Dempsey Hill - Dinner Gathering**7.00 PM - 9.00 PM**

Enjoy a relaxed dining experience at Chopsuey Cafe, nestled in the heritage-rich Dempsey Hill. Savor globally inspired cuisine and drinks, and a chic, welcoming ambience — the perfect setting to unwind and connect.

**Buses will depart from the lobby at 6 PM*

Saturday, 13th December, 2025

Venue: Nassim Hall

CEO's Playbook: Leading Through Disruption

8.30 AM - 10.00 AM



Shiv Shivkumar, Operating Partner, Advent International

In a world of constant disruption, CEOs are expected to deliver results today while reshaping their organisations for tomorrow. Shiv Shivkumar stands out as one of the rare leaders who have mastered this balancing act. Over three decades, he has led some of India's most respected and complex organisations — Nokia, PepsiCo India and the Aditya Birla Group — steering them through market shifts, leadership transitions and large-scale transformations.

Drawing on his extensive leadership and boardroom experience, Shiv will share a CEO's playbook for aligning stakeholders, nurturing leadership pipelines, building resilient cultures and balancing short-term imperatives with long-term transformation. Through real-world stories and actionable frameworks, he will equip leaders to sharpen strategy, energise teams and drive sustainable growth even in the most volatile environments.

Break

10:00 AM - 10.30 AM

Leading in the Grey: Power, Politics and Organisational Impact

10.30 AM - 12.00 PM



Professor Anand Vijayasankaran, Assistant Professor of Organisational Behaviour, Indian School of Business

Every CEO today is the public face of their organisation and constantly balancing praise, scrutiny and tough decisions. With rising uncertainty and growing scrutiny, leaders must respond to situations where no permanent solution exists and yet find ways to achieve equilibrium. In this environment, power and politics are central and unavoidable.

Anand Vijayasankaran ('RV'), Assistant Professor of Organisational Behaviour at the Indian School of Business, will help CEOs deepen their understanding of power—how to set agendas, frame choices and build influence even amid unpredictability. Drawing on Steven Luke's frameworks and lessons from global organisations, this

session will help CEOs, decode the invisible dynamics that shape decisions at the top; build frameworks to respond strategically under uncertainty; and strengthen their influence, social capital and agenda-setting skills.

Unlocking AI Infrastructure: Emerging Trends, Opportunities and Use Cases

12.00 PM - 1.15 PM



Sridhar Pinnapureddy,
Founder & CEO, CtrlS
Datacenters

In this session, CtrlS Datacenters Founder & CEO Sridhar Pinnapureddy will explore how the rapid evolution of AI is reshaping the foundations of digital infrastructure, highlighting the strategic shifts required to stay ahead in an increasingly compute-intensive world. He will outline emerging trends in AI-optimised architectures, the expanding opportunities for datacentres to serve as innovation hubs, and the real-world use cases driving unprecedented demand for scalable, resilient and energy-efficient platforms. With a forward-looking perspective, the discussion will underscore how organisations can unlock new value by aligning infrastructure strategy with the next wave of AI-driven transformation.

Lunch

1.15 PM - 2.15 PM

Exploring Singapore's Cultural Roots

3.00 PM

Each experience offers a distinct perspective on Singapore's history and culture and participants may choose **only one** of the two options

National Museum Discovery – The Story of a Nation



Step into Singapore's story at one of its most celebrated museums a vibrant blend of art, history, and culture. Wander through stunning exhibits that trace the city's journey from a humble trading port to a modern global powerhouse. This visit isn't just about the past—it's about experiencing the soul of Singapore through its people, creativity, and resilience. A perfect way to pause, reflect, and connect while soaking in the city's cultural charm.

Armenian Heritage Walk – Footsteps of the First Community



Step into one of Singapore's oldest cultural legacies as we walk through the Armenian Church, its intimate Heritage Gallery and the serene Garden of Remembrance. A long-time custodian of the church will join us, bringing alive the stories, traditions and remarkable journey of the Armenian community in Singapore. This experience offers a rare window into a community whose influence far outweighs its size.

**Buses will depart from the lobby at 2:30 PM*

Dinner

6.45 PM - 8.30 PM

Sunday, 14th December, 2025

Venue: Nassim Hall

Navigating a Fragmented World: India's Growth Decade

9.00 AM - 10.30 AM



Adit Jain, Chairman and
Editorial Director, IMA
India

The global order is fracturing. Protectionism in the US, stagnation in Europe and China's slowdown are redrawing trade routes, capital flows and supply chains. In this environment, India stands at a pivotal juncture: its journey from a \$4 trillion to a \$10 trillion economy in 2035 will shape not only its global standing but also the fortunes of businesses operating within it.

In this session, Adit will explore how CEOs can steer their organisations through global turbulence by adapting to shifting policies, currency dynamics and geopolitical change while leveraging India's domestic strength, innovation and scale. Drawing on global and local trends, the discussion will outline a CEO's roadmap for building agile, future-ready enterprises that seize emerging opportunities and lead confidently in a more fragmented yet opportunity-rich, world.

**This will be a joint session with spouses in attendance.*

Brunch

11.30 PM - 1.00 PM

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