2.5 days | Multiple Speakers | Live Q&A

IMA

IMA India's Annual CFO Strategy Roundtable 2026

21st - 23rd August, 2026

Taj Hari Mahal, Jodhpur

DELEGATE AGENDA

IMA | Agenda

Thursday, 20th August, 2026

Sightseeing Excursions

4.00 PM

Arriving Early?

Join us at **Mehrangarh Fort**, where centuries of history, architecture, and royal legacy come alive through a guided exploration.

Buses will leave from Taj Hari Mahal at 4.00 pm.

Cocktails and Dinner

7.30 PM

At Ajit Bhawan

As the sun sets, join us for dinner at the majestic **Ajit Bhawan**. Set amid beautifully landscaped courtyards and timeless architecture, this promises to be more than just a meal, it’s an evening of relaxed conversations, meaningful connections, and timeless ambience.

IMA | Agenda

Friday, 21st August, 2026

History and Architecture

9.00 AM - 10.30 AM

Discover the legacy of Jodhpur's royal family at **Umaid Bhawan Palace Museum**, through an impressive collection of vintage clocks, photographs, memorabilia, and royal artefacts housed within one of India's last great palaces. The museum offers a fascinating glimpse into the history, architecture, and grandeur of the erstwhile Marwar kingdom.

Traditional Thali lunch at Gypsy

12:00 PM

Experience an authentic Rajasthani Thali lunch at Gypsy, showcasing the rich flavours and culinary traditions of Marwar.

IMA | Agenda

Friday, 21st August, 2026

Registration and High Tea

3.00 PM - 3.30 PM

At Amar Hall, Taj Hari Mahal, Level 0

Kick off the 2026 CFO Strategy Roundtable with a vibrant evening of connection and celebration. Set against the elegant backdrop of Jodhpur, this welcome evening will bring together peers from across the country for relaxed conversations, good cheer, and the perfect start to a weekend of insight, reflection, and lasting camaraderie.

The New World Chaos: What's the Cost for Indian Businesses

3.30 PM - 5.00 PM

Pramit Pal Chaudhuri, *Head of India Practice, Eurasia Group*

The geopolitical environment facing Indian businesses has shifted substantially over the past twelve months. The India-US interim trade agreement, concluded in February after a bruising year of tariff escalation, has stabilised a key relationship but full BTA negotiations remain unresolved, and the transactional logic now driving Washington will continue to test Indian corporates. Meanwhile, India's rapprochement with China has created diplomatic breathing room without resolving the underlying competitive dynamics. For CFOs, these shifts carry direct consequence: supply chain architecture, import dependency, capital flows and currency exposure are all being repriced in real time. This session will map the state of India's most consequential relationships and draw out what multi-alignment, managed decoupling and the new trade order mean for corporate strategy and financial planning.

IMA | Agenda

Beyond the Rearview Mirror: Moving from Hindsight to High-Velocity Foresight

5.15 PM - 6.30 PM

Sanket Deodhar, *Country Head & MD - Anaplan India*

Indian enterprises are chasing ambitious growth targets amidst an increasingly complex global economy. Consequently, the CFO's mandate has rapidly evolved from a custodian of historical financial data to the primary architect of future enterprise strategy. However, when market conditions shift overnight, traditional cycle-bound budgeting and spreadsheet-heavy processes act as a severe anchor. Finance teams spend too much time looking in the rearview mirror — reconciling stale data instead of modeling future outcomes, resulting in a critical agility gap between strategy and execution. In this session, Sanket will examine how modern finance leaders are closing this gap by abandoning static planning methodologies. The discussion will explore how leveraging Enterprise AI and connected planning allows organizations to pivot from reactive reporting to proactive, scenario-driven foresight. Ultimately, the session will demonstrate how establishing a dynamic, cross-functional ecosystem empowers CFOs to accelerate strategic decision-making and confidently steer the business through hyper-growth.

IMA | # Agenda

Marwar, the Thar and the World Beyond

7.00 PM - 7.45 PM

***Manvendra Singh Jasol**, Former Member of Parliament, Lok Sabha (Barmer-Jaisalmer)*

An evening conversation with Manvendra Singh on the history and heritage of Marwar and the Thar, and on how geography, trade and merchant communities connected Rajasthan with the rest of India and the wider world. Through stories and snippets from the past, the session will explore how the desert shaped the region’s economy, society and character.

**This will be a combined session with the spouses.*

Cocktails & Dinner

7.45 PM

At Taj Hari Mahal

As evening falls, join us for dinner and cocktails at the Taj Hari Mahal, one of Jodhpur's most storied heritage addresses.

Agenda

Saturday, 22nd August, 2026

The Decade Ahead: Where India's Strategic Opportunity Actually Lies

9.00 AM - 10.30 AM

***Adit Jain**, Chairman and Editorial Director, IMA India*

The global economic order has reorganised faster than most corporate strategies have been able to absorb. In this session, Adit Jain will examine what India's positioning within that reorganised world actually means for the businesses in the room not as a question of financial risk management, but as a question of strategic opportunity and long-term competitive advantage. He will assess which structural tailwinds are genuinely durable and which are policy ambition dressed up as business reality: the consumption story, the manufacturing push, the energy transition, the digital infrastructure buildout. The session will be direct about the constraints that sit alongside the opportunities. The goal is to help CFOs distinguish between the India that is and the India that is being projected, and to build strategy on the former.

The Decisive Moment: Capital Allocation in Complex Indian Markets

10.45 AM - 12.00 PM

***Amrita Agarwal**, Visting Fellow, Centre for Social and Economic Progress*

India is at an inflexion point: the window to move is open, and the cost of misreading it is high. This session will offer an empirical read of what is actually happening inside Indian enterprises: where capital is being committed, where balance sheets are under stress and where the more decisive strategic moves are being made. The discussion will then turn to the forward question: what reform scenarios are plausible under the current government, and how should CFOs think about the range of outcomes between an accelerated reform path and a more cautious one? Our speaker will examine the sectoral and geographic choices available to Indian companies looking to de-risk and grow simultaneously, and what the value creation calculus looks like for finance functions trying to allocate capital into an environment where the ground is still shifting.

Break

12.00 PM - 12.30 PM

CFO Evolution : From Financial Stewardship to Enterprise Judgement

12.30 PM - 1.45 PM

***B Santhanam**, Former CEO, Saint Gobain, Asia-Pacific & India Region*

The role of the CFO has never been static, but what the function is being asked to do has changed in kind, not just in degree. The world that finance leaders now navigate is, in Mr Santhanam's framing, ‘RUPT': Rapid, Unpredictable, Paradoxical and Tangled. In this environment, the traditional configuration of the CFO as steward, gatekeeper and scorekeeper is misaligned with what the business actually requires. This session will examine how the function must evolve to enable long-horizon ambition rather than moderate it, what the CEO-CFO relationship needs to look like under sustained organisational pressure, and what boards today actually look for when they evaluate finance leadership. The conversation will draw on both sides of the equation: what the CEO actually needs from the CFO, and what the CFO must become to deliver it.

Agenda

IMA

Lunch

1.45 PM - 2.45 PM

Rethinking Corporate Treasury: From Risk Management to Value Creation

2.45 PM - 4.00 PM

Vikas Agrawal, *Head - Treasury Solutions, 360 ONE Wealth*

Traditionally, corporate treasury has been viewed as a cost centre, responsible for protecting liquidity, managing risk and keeping the company's funding and payment operations running smoothly. But as treasury teams gain access to better data, technology and financial instruments, expectations of the function are beginning to change. Beyond protecting value, can treasury also help create it? This session will explore what it takes for it to move from a back-office function to a more strategic source of value, and whether this model is realistic beyond India's largest companies. It will examine what 'profit centre' means in a treasury context, where the line falls between active management and speculation, and the organisational capabilities this shift requires. The discussion will also consider how performance should be measured, the CFO's role in championing the function and the next step for companies at different stages of treasury maturity.

IMA | Agenda

Fireside Chat: From Jodhpur to the World: Heritage, Craft and the Making of Indian Luxury

6.00 PM - 7.15 PM

***Raghavendra Rathore,** Director, Raghavendra Rathore Jodhpur*

Few people are better placed to speak about Jodhpur than Raghavendra Rathore. A descendant of Rao Jodha, the city's founder, Mr Rathore has spent three decades drawing on its history, craft traditions and Rajputana heritage to build one of India's most recognised luxury houses. In doing so, he has brought the culture of the Thar to a global audience. In this dinner session, Mr Rathore will share his personal account of Jodhpur: its forts and families, its artisans and aesthetic, and what it means to carry a place's identity into the world. It is a conversation as much about belonging and legacy as it is about design - a fitting way to deepen the experience of your time spent in this remarkable city.

**This will be a combined session with the spouses.*

Cocktails and Dinner

7.30 PM

At Taj Hari Mahal

IMA | Agenda

Sunday, 23rd August, 2026

The Architecture of Enterprise Resilience: Beyond Stress-Testing

9.00 AM - 10.15 AM

Giridhar Sanjeevi, *Founding Mentor, Crossmentors & Former CFO, Indian Hotels Company*

The world that most enterprises were built around (stable supply chains, predictable geopolitics, incremental technology shifts) may have irrevocably shifted. Geopolitical fracture, climate stress and AI-driven disruption are now the default state. Planning frameworks built around prediction remain necessary but are no longer sufficient. This session draws on a framework our speaker has developed and taught across multiple CXO cohorts to examine what it actually takes to build an enterprise that can absorb compounding shocks while remaining capable of decisive movement when opportunity opens. The session will be frank on the trade-offs (return pressures, activist scepticism, and the limits of conventional stress-testing) and concrete on what this demands of the CFO specifically: in capital architecture, governance design, information infrastructure and the Board conversations that only the CFO is positioned to lead.

**This will be a combined session with the spouses.*

Brunch & Close

11.30 AM