Tenth Annual Day of the Insolvency and Bankruptcy Board of India

1st October, 2026

Bharat Mandapam, New Delhi

Highlights from Welcome Address by Shri Jayanti Prasad, Chairperson, IBBI

- Hon'ble Minister of State in the Ministry of Corporate Affairs and the Ministry of Road Transport and Highways, and our Chief Guest- **Shri Harsh Malhotra Ji**;
- Hon'ble President, National Company Law Tribunal - **Justice Shri Anupinder Singh Grewal Ji**;
- Hon'ble Member, National Company Law Appellate Tribunal - Shri Indevar Pandey Ji;
- Respected **Shri Ansuman Pattnaik Ji,** Additional Secretary, Ministry of Corporate Affairs
- My Colleague Board Members from IBBI - **Shri Sandip Garg Ji and Shri Bhushan Sinha Ji**

Hon'ble members from the NCLAT and NCLT, Governing Board Members, past and present, senior officers from the MCA, DFS and other Ministries and members of CCI, NFRA and other regulators, Chief Executive IBA, MD and senior Officers of PSBs/FIs, President of ICAI, ICSI and ICMAI, Chairpersons/MDs and representatives of the Insolvency Professional Agencies and Registered Valuers Organisations, Insolvency Professionals, Registered Valuers, colleagues from the Insolvency and Bankruptcy Board of India, senior lawyers, Academicians, representatives of Industry Associations, distinguished guests, ladies and gentlemen.

1. My huge gratitude and thanks to our Chief Guest Hon'ble Minister, Shri Harsh Malhotra ji, for accepting to grace our 10th annual day as the Chief Guest despite his extremely busy schedule. It means a great deal to all of us. Under your guidance, the Ministry of Corporate Affairs has stood firmly behind the Board in keeping the Code in step with the needs of the economy, most recently through the Amendment Act of 2026. Your commitment to the ease of doing business has given this entire ecosystem strength and confidence.
2. Hon'ble Justice Anupinder Singh Grewal, the National Company Law Tribunal represents the point where the vision of the Code meets the realities of its implementation. As you lead this important institution, your judicial acumen,

experience and wisdom will provide valuable direction in further advancing the objectives of the Code and strengthening the insolvency resolution framework. A big thank you for accepting our invitation for this programme given today being a working day for NCLT.

3. Shri Indevar Pandey ji, you bring to the Appellate Tribunal a long and distinguished record of public service. The Appellate Tribunal's jurisprudence has given the Code much of its clarity and consistency. We are truly honoured to have you with us today.
4. A very warm welcome to all of you to the Tenth Annual Day of the Insolvency and Bankruptcy Board of India. The Board came into being on this very day, the 1st of October, ten years ago.
5. Friends, ten years is a good moment to pause and ask the question that every public policy must face sooner or later: has it done what it set out to do?
6. The Insolvency and Bankruptcy Code was never meant to be just another recovery law. It is a structural reform, meant to change how India deals with credit, risk and business failure.
7. The intent in 2016 was clear. Deal with financial distress early, while a business still has value. Let the commercial decisions be taken by those who have bear the financial risk viz., the creditors. And make sure that a promoter who defaults faces a real prospect of losing control, not a theoretical one.
8. Any public policy, whether in healthcare, criminal justice or finance, is ultimately judged on three things: prevention, timely treatment and effective resolution. A good health system prevents disease, treats illness early and restores patients to good health. A good criminal justice system deters crime, delivers justice swiftly and reforms offenders.
9. An insolvency law is no different. It must deter default in the first place; it must resolve distress in time, while the business still has value; and it must help create companies that are stronger after resolution. On each of these three counts, I believe the Code has performed very well.

What has worked: behaviour has changed

10. More than 30,000 applications, involving underlying debt of about ₹14 lakh crore, were settled before the case got admitted into CIRP. The real possibility of losing the company was enough to bring the debtor to the table. That is prevention at work, and it has changed the credit culture of the country. A study by IIM Bangalore highlighted

that the average time a loan account stays overdue has fallen substantially, a clear sign of better credit discipline.

11. Deterrence rarely makes headlines, but it does show up in the bank balance sheets. The Reserve Bank of India's Financial Stability Report of June 2026 places the gross NPA ratio of scheduled commercial banks at 1.8% as of March 2026, a multi-decadal low. And the RBI's 2024-25 Report on Trend and Progress of Banking in India found that the IBC alone accounted for more than half of all amounts recovered by scheduled commercial banks during the year. That is more than SARFAESI, the Debt Recovery Tribunals and Lok Adalats put together.

What has worked: value has been preserved

12. As of June 2026, the Code has rescued 4,227 corporate debtors: 1,484 through resolution plans, 1,410 through appeal, review or settlement, and 1,333 through withdrawal. The resolution plans alone have realised over ₹4.35 lakh crore for creditors, at 94.72% of fair value and 166.58% of liquidation value. These businesses were rescued while they still had value. That is the second test, timely treatment, being met.
13. Lenders have recovered more than ₹4 lakh crore through the resolution plans. Assuming if that money is retained as capital, then at a capital adequacy ratio of 10 per cent, every rupee of capital can support ten rupees of risk-weighted lending. That means ₹4 lakh crore of recoveries can support up to ₹40 lakh crore of fresh credit.
14. The third test is whether resolution leaves behind healthy, resilient companies, and here too the evidence is encouraging. A study by IIM Ahmedabad found that the market value, capital expenditure, employee costs and several other financial parameters of resolved listed companies rose materially after resolution. These companies did not merely survive. They invested in their future, spent more on their people, and won back the confidence of the market.
15. In December 2025, S&P Global Ratings also upgraded India's insolvency regime from Group C to Group B. For an economy that wants more long-term global capital, that recognition is important.

Where we must do better

16. But an honest review must also admit what has not gone as intended. Our biggest concern are time delays and ethical issues. Many processes still run well beyond the timelines the Code prescribes. The size of realisations in some cases also needs closer attention. They will be at the top of our agenda in the coming years.

The legislative response

17. The Insolvency and Bankruptcy Code (Amendment) Act, 2026 which came into force on 26th May, 2026 seeks to address these concerns. The Board has already put in place the regulations which are required to operationalise the amended provisions. The amendments are aimed at reducing delays, maximising value and improving processes under the Code, apart from bringing in new frameworks like CIIRP, Group Insolvency and Cross Border Insolvencies.

A regulator that keeps pace

18. A living Code needs a regulator that keeps pace with it. Our answer has been to watch closely, consult widely, and act quickly when we find a gap. Five recent examples will show what I mean.
19. First, speed. The regulations needed to put the Amendment Act, 2026 into operation were issued within a week of notification of amendment act. The regulations on CIRP, liquidation, voluntary liquidation, the pre-packaged process, personal guarantors, and our own inspection and grievance processes were all revised together.
20. Second, misuse. The Code is meant to resolve genuine financial distress. Our recent circular asks Insolvency Professionals to carry out due diligence, to flag processes that seem to serve some other purpose, and to bring such cases before the Adjudicating Authority. The Insolvency Professional is often the first to see the full picture, and we expect them to be the first line of defence. We are also working closely with other investigative agencies and particularly the Enforcement Directorate on this aspect. The Code's protection must go to honest resolution applicants, not to those who use it as cover.
21. Third, knowing who is really buying the company in distress. Section 29A of the Code, bars certain persons from submitting a resolution plan. But that bar means little if the real owner can hide behind created layers/veils. Resolution applicants must now declare their beneficial ownership. The Committee of Creditors and the Tribunal will know who will ultimately control the company, and a promoter who lost control through the front door cannot quietly walk back in through the back door.
22. Fourth, homebuyers. Real estate insolvency is different, because most of the creditors are ordinary families who paid for a home, not for a claim. We have made special provisions for these cases, such as enabling project wise resolution plans, and allowing possession to be handed over to allottees during the process with the approval of the Committee of Creditors.

23. Fifth, personal guarantors. Our recent discussion paper proposes exclusion of related parties of the guarantor from voting on the repayment plan, avoidance transactions and valuation framework to be extended to the individual insolvency resolution process and recording of creditors' deliberations on the repayment plan. We have invited public comments, and we will weigh them carefully before we finalise any changes.
24. In each case, we have tried not to wait for a problem to become a pattern. When we find a gap, we aim to close it in weeks, not years, and always after listening to our stakeholders.

Our partners in the ecosystem

25. None of this works without the Tribunals. Every admission, every resolution plan and every liquidation order pass through the National Company Law Tribunal, and many through the Appellate Tribunal. Regulations can set timelines; only Tribunals can ensure their compliance. We profusely thank the contribution of the Judiciary, in ensuring the successes of the Code.
26. We look forward to working with the Ministry and the Tribunals on an integrated technology platform, so that everyone works on the same case data in real time.
27. I want to thank our more than 4,400 Insolvency Professionals who are the key drivers of processes under the Code and to the IPAs who guide them in performance of their professional responsibilities. I also extend my gratitude to more than 6,100 Registered Valuers who have been key service provider under the Code that assist the CoC in taking a prudent economic decision, and also to the RVOs who are nurturing this challenging valuation profession.
28. Two parts of this evening look to the future. We will release the Board's Annual Publication, "Shaping the Next Decade of IBC: The Road Ahead", and give away prizes to the winners of the 7th National Online Quiz on IBC, the next generation of this ecosystem.

Conclusion

29. As we step into the next decade, our work is tied to the Hon'ble Prime Minister's vision of Viksit Bharat by 2047. With the creditor-initiated insolvency resolution process, group insolvency and cross-border insolvency, the Amendment Act, 2026 opens up new frontiers for the Code. We look forward to the continued guidance of the Hon'ble Minister, and the support of the Tribunals and all of you, on this journey.

30. Ten years and seven Amendment Acts later; the Code has shown that it can adapt without losing its core. This evening celebrates that journey, and the people who made it possible.

31. Once again, a very warm welcome to the Hon'ble Minister Shri Harsh Malhotra Ji, Hon’ble Justice Grewal Sir, Shri Indevar Pandey Ji, Shri Pattnaik Ji and each one of you to this 10th IBBI Annual Day Celebrations. I look forward to hearing from our distinguished Guests.

Thank you all, Namskar and Jaihind.