



**THIS TUESDAY,
29 SEPTEMBER, 2026**

**Rotary Club of Bombay
Taru Lalvani Award
for Environmental
Protection to Mr. Arjun
Kamdar.**

Upcoming events

Tuesday, 6 October:

Dr. Akshay Mehta will address the Club on the difference between a heart attack and a cardiac arrest.

7 - 11 October:

Fellowship Trip to Khajuraho, Madhya Pradesh.

Tuesday, 13 October:

Ashwin Mittal, Chairman and Chief Executive Officer of C5i will address the Club on Artificial Intelligence.

17 October:

Afghan Church History Walk with Conservation Architect Kirtida Unwalla by Urban Heritage Committee.



Thank you to everyone for welcoming me here today. It is truly an honour to meet with you and speak with you on this topic of families, family legacy, and what trends are impacting families worldwide. I am fortunate to work with families from all over the world on tax planning and transactional matters. I think that by seeing situations that arise in different countries at different times for families

that have interactions with multiple jurisdictions, it hopefully allows me to take lessons from one area and apply them in other areas to the benefit of the families.

One question I have is, if you make an investment, how do you know if it is a successful investment? If you make money on it, right? How do you know if a business is succeeding? You look at the financials. You look at

Navigating. Family. Futures.

**Paul F. DePasquale,
Partner, Baker & McKenzie
LLP, USA on Developing
Trends Impacting Global
Families.**

- Family offices need clearly defined purpose and shared values
- Succession is increasingly about values rather than control
- Global families are planning for volatility and disruption
- The next generation is pursuing new ventures and industries
- Talent and structure are reshaping the future of family offices

the returns, right? It is easy, in some sense, to know for many things whether you have had a success. Have you won the game? Have you made an outsized return?

For families, it is different. How do you know if a family is successful? Maybe they are happier. Would they tell you? Maybe not. And we know in the world, in the United States, all around the world, we are seeing the

growth of family offices everywhere. But this raises the question: why or how do you know if a family office is successful?

It may not prepare financial statements that are disclosed to the public. It does not have a share price. You may ask family members. They may tell you that you are doing a great job. They may tell you you are doing a terrible job. Or they may quietly drift. And so it is harder to know when a family office is being successful in its objective.

I think to start answering the question, you have to say: why was this family office started? Who started it? In whose vision was it created? Who is it meant to benefit? And who controls it?

These questions are not answered the same way for every family. They are not answered the same way for every family office. But it is important to ask them so that you can have a sense of whether the family office, the family, is succeeding in its goals.

I remember a few months ago, I had lunch with a friend of mine who was running a family office for a very, very wealthy New York family, whose pair of brothers started a business, extremely successful across the United States. And they had, like many families, a complicated structure. They had trusts, they had shareholders' agreements, wills, and different branches of the family.

The family office was doing a lot of work. And by many measures, I think you would say that they were successful. They were managing complicated structures the same way an accounting firm, a professional accounting firm, would do, the same way a professional law firm would do. They were staffed, but they were designed around the objectives of the patriarch who set up the business, who ran the business for many years.

And when he passed away, the family office was still working the same way. By the measures he had instilled, it was still successful. But that was not where the family in the next generation wanted to be. They did not want to be centred around the historical legacy family business anymore. They appreciated the returns that business generated, but individually, they wanted to focus their attention on different pursuits.

And what happened was the family office broke apart. And as a professional, you look at it and say, well, that is not a success, right? It could have been done differently. And indeed, it could have been done differently. But who is to say really what the success is? In the eyes of the new sort of four mini family offices, the control that they get over their own affairs and structures perhaps is the success that they are after.

So now we will turn to some of the themes that are guiding the work that

we see with families and how they are thinking about the future.

I think one of the most significant themes I see is planning for stability in a time when things have become so volatile. After political upheavals, wars, sanctions, a new normal, I hesitate to call it normal, but a new normal political situation in many countries where things happen extremely quickly. You may agree or disagree, but the speed of change is something that is challenging how families and businesses react.

Today, wealth management is not only about asset diversification. It is not about asset allocation, 60% equities, 40% fixed income. The kinds of issues that families are working on today are: what if I get sanctioned, right?

And it is because what we see coming out of the sanctions playbook that the United States and Europe use against Russia is that sanctions are a very blunt and broad tool. They catch a lot of people. And so now, at a time when people are thinking about, what do I do? How do I access assets? How do I pay lawyers to fight these sanctions? Because once assets are frozen within the financial system, everything becomes constrained.

So how do you position yourselves? How do you diversify when we are not just talking about investment risk? Families are looking at different residencies, different citizenships. Family-owned businesses are looking at diversifying their supply chains, diversifying their productive capabilities.

If global trade is being threatened with tariffs and trade wars, one solution may be to have multiple production lines. We are seeing the separation of the China-focused economy and the US-focused economy. Not to say the rest of the world, perhaps left to see where those superpowers are dividing.

But that diversification also comes with a cost because people are thinking, well, I want my kids to be educated in this country or that country. I want to have...



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To read the
FULL TRANSCRIPT

Dharamshala Bringing Hope and Home to Mumbai

- *A safe and affordable home for cancer patients and caregivers*
- *Supporting families travelling to Mumbai for treatment*
- *A welcoming space beyond medical care*
- *Ganesha-making brings creativity, joy and togetherness*

Inaugurated in March 2023, the Rotary HDFC TMH Dharamshala continues to offer safe, affordable and compassionate accommodation for cancer patients and caregivers travelling to Mumbai for treatment at Tata Memorial Hospital.

Beyond providing a comfortable sanctuary, the facility cultivates an uplifting environment for healing and community. Residents recently came together for a joyful Ganesha-making workshop, moulding intricate clay idols with bright colours and big smiles. Such creative activities offer patients and their families valuable respite, bringing warmth, solidarity and renewed optimism to their medical journey.



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Gallery of Moments



Rtn. Ishraq Contractor, Rtn. Shariq Contractor, President Manish Reshamwala and PN Akhil Sanghi



Rtn. Pashupati Advani, Guest Jagdish Chadda, Rtn. Puneet Wadhwa and Rtn. Hoshang Nazir



Rtn. Ulhas Yargop, Rtn. Dr. Vandana Bulchandani, Guest Jagdish Chadda and Rtn. Pranay Vakil



Rtn. Faiz Noorani, IPP Bimal Mehta, Rtn. Renu Basu, Guest Jagdish Chadda and Rtn. Awais Noorani



Hon. Secy, Farhat Jamal, Rtn. Ulhas Yargop, Rtn. Anand Parikh and Rtn. Pranay Vakil



Rtn. Deepak Kapadia, PP Rajnikant Reshamwala, President Manish Reshamwala, Joint Hon. Secy, Madhusudan Daga and Rtn. Darius Pandole



Rtn. Amit Banka, Rtn. Anuj Poddar and First Lady Rakhee Reshamwala



Rtn. Sanjiv Saran Mehra, Rtn. Mehul Sampat and Rtn. Deepak Kapdia



Rtn Ptn. Kaavya Chandiramani, Rtn. Tahera Mandviwala and Rtn. Ratna Kapoor Sharma



Rtn. Sanjay Damani, Joint Hon. Secy. Madhusudan Daga, Rtn. Mehul Sampat and Rtn. Deepak Kapadia



Rtn. Faiz Noorani, Guest Jagdish Chadda and Rtn. Dr. Vanadan Bulchandani

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PICTURES](#)

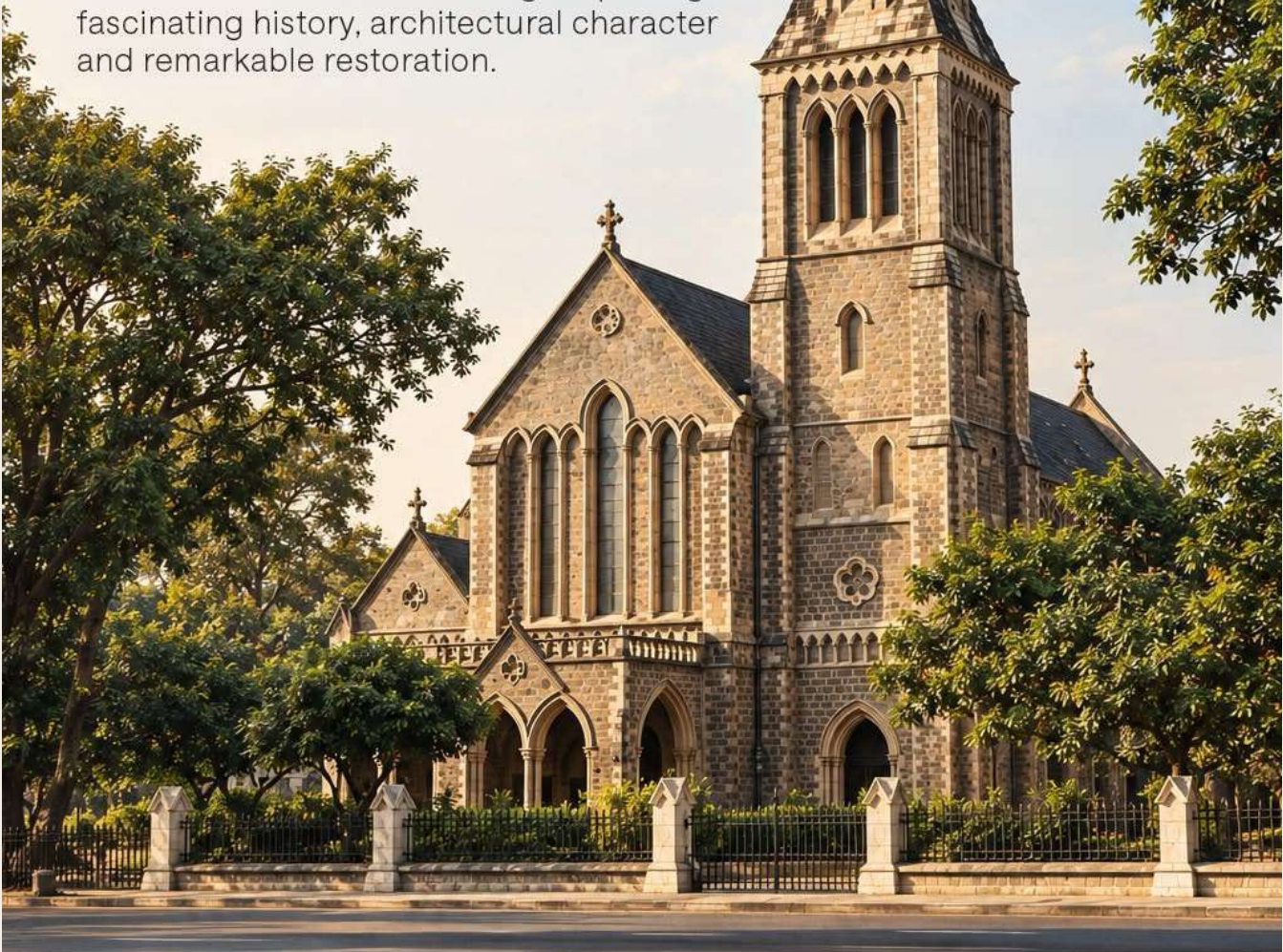
Rotary
Club of Bombay



Afghan Church

STEP
INSIDE
MUMBAI'S
HISTORY

Rotary Club Bombay invites you to **an exclusive insider's tour** with **Conservation Architect Kirtida Unwalla** of one of Mumbai's most iconic buildings exploring its fascinating history, architectural character and remarkable restoration.



DATE
October 17,
2026 (Saturday)

TIME
9 am - 11 am

PLACE
Afghan Church,
Colaba

LIMITED TO 30 PAX
RSVP - Rashmi at Rotary Office
Cost - Rs.1,500 (Non Refundable)

Sports Committee's Bridge Fellowship

- ***Fifth Bridge Fellowship at the Royal Bombay Yacht Club***
- ***Eight pairs competed across four tables***
- ***Bridge Pathshala conducted the games***
- ***Swati Mayekar and Deepika Lalwani emerged winners***
- ***Fellowship continued over wine, snacks and conversation***



There are many ways to build bridges, but at the Rotary Club of Bombay, one of the most enjoyable ways is with a deck of cards, a good partner and plenty of fellowship!

Continuing its long-standing tradition of including bridge in the Club's annual sporting calendar, the Rotary Club of Bombay hosted its Fifth Bridge Fellowship on 19th September, 2026, at the elegant Royal Bombay Yacht Club.

Organised by Rtn. Dr. Mehernosh Dotivala on behalf of the Sports Committee, under the leadership of Chairman Moy Biswas, the fellowship brought together Rotarians for a morning of friendly competition, camaraderie and, of course, some serious bridge!

The event was attended by President Manish Reshamwala, Co-Chair Vinay Rajgarhia, Rtn. Jamshyd Vazifdar, PP Satyan Irani and several other enthusiastic Rotarians.

Eight pairs took to four tables, battling it out over approximately two hours. The games were professionally organised by Bridge Pathshala, led by Scorer Vishwanath, whose team ensured that

the tables were set and the proceedings ran smoothly.

The participating pairs were:

- Rtn. Aliff Fazelbhoj / Rtn. Mahakhurshid Byramjee
- Rtn. Swati Mayekar / Rtn. Deepika Lalwani
- Rtn. Amit Dalal / Rtn. Zarna Shah
- Rtn. Pradeep Chinai / Rtn. Ptn. Irma Chinai
- Rtn. Bharat Shah / Rtn. Mahesh Shroff
- Rtn. Mehernosh Dotivala / Rtn. Dilip Dalal
- Rtn. Prasad S V / Rtn. Jamshyd Vazifdar
- Rtn. Vinay Rajgarhia / Rtn. Moy Biswas

As the final cards were played and the scores tallied, the excitement built towards the prize distribution. President Manish Reshamwala invited Chairman Moy Biswas to say a few words before the prizes were presented.

Congratulations went to Rtn. Pradeep Chinai and Rtn. Ptn. Irma Chinai, who were declared the runners-up. The winning honours went to Rtn. Swati Mayekar and Rtn. Deepika Lalwani, who emerged as the champions of the day.

But, as is often the case at Rotary, the real winner was fellowship.

What began as a competitive morning at the bridge tables soon turned into an extended afternoon of laughter, conversation, wine and snacks. It was a wonderful gathering that perfectly captured the essence of Rotary: friendship, fun and fellowship beyond the boardroom and the meeting room.

And perhaps that is what made this particular "Bridge" so successful: it brought Rotarians together, strengthened old friendships, created new ones and reminded everyone that sometimes the best connections are made over a little friendly competition and a lot of good cheer.

A successful bridge fellowship indeed, one that bridged cards, conversations and friendships in true Rotary spirit!



Sonali Mehta Inspires Lighthouse Children

- *Actor, director and acting educator engages with Lighthouse children*
- *Encourages confidence and self-expression*
- *Brings over two decades of international experience*
- *Shares expertise in theatre, communication and public speaking*

Lighthouse welcomed actor, director and acting educator Sonali Mehta, who spent time interacting with the children and encouraging them to express themselves with confidence. With over two decades of international experience across New York, London, Hong Kong and Singapore, Sonali brought her expertise in theatre, communication and public speaking to inspire the children through an engaging and enriching interaction.



SATELLITE CLUB

Young Achievers Award 2026

Satellite member Rtn. Arsh Malhotra was honoured with the Young Achievers Award 2026 for Vocational Excellence (Cultural) by Rotary International District 3141 at the Youth Conclave.

The award recognises his contribution to the cultural and performing arts space through his work as a storyteller, performer and creative professional.

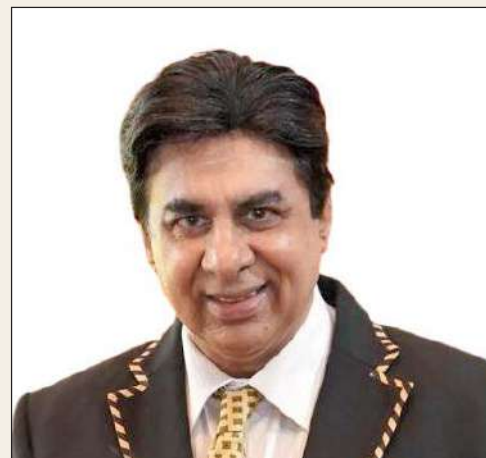


ROTARY NEWS

Rtn. Sanjiv Saran Mehra Re-elected President of Bombay Gymkhana

Rtn. Sanjiv Saran Mehra has been elected unopposed for a second term as President of the Bombay Gymkhana. Expressing his gratitude, he said he was “truly humbled and deeply honoured” by the trust placed in him by the members.

He looks forward to continuing his service to the Bombay Gymkhana and its members with the same dedication and commitment. His re-election marks a continuation of his leadership and service to one of Mumbai’s prominent sporting and social institutions.





— ROTARY CLUB OF BOMBAY —
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— 2027 —

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ROTARIAN BIRTHDAYS



29 September
Hon. Rtn.
Rajashree Birla



29 September
Rtn. Rohit
Dhoot



30 September
Rtn. Puneet
Bhasin



1 October
PP Preeti
Mehta



2 October
Rtn. Suresh
Kotak



2 October
Rtn. Ramesh
Mehta



2 October
Rtn. Purnima
Sheth

ROTARIAN PARTNER BIRTHDAYS

1 October Rtn. Ptn. Sanjay Sharma

2 October Rtn. Ptn. Sakshi Gupta

2 October Rtn. Ptn. Sita Ruia

3 October Rtn. Ptn. Vatsala Jatia

3 October Rtn. Ptn. Rekha Ruia

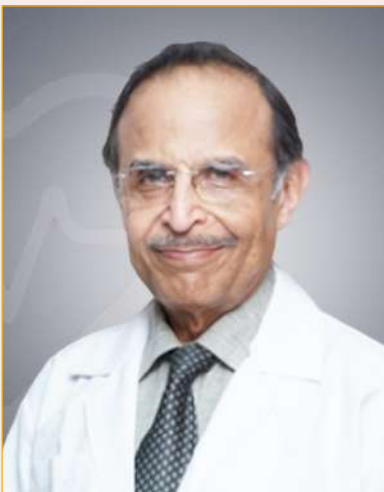
4 October Rtn. Ptn. Neeta Anand

4 October Rtn. Ptn. Khulood Noorani

5 October Rtn. Ptn. Divya Mafatall

NEXT TUESDAY:

October 6th, 2026: Dr. Akshay Mehta will address the Club on the difference between a heart attack and a cardiac arrest.



Dr. Akshay Mehta is an interventional cardiologist who has been practising in Juhu Vile Parle Scheme, Mumbai, for over 30 years. He is affiliated with leading hospitals including Nanavati Max Super Speciality Hospital, Breach Candy Hospital, Holy Family Hospital and Hinduja Hospital, Khar.

He is Vice Chairman of the Academy of Cardiology at Mumbai and has published several papers in peer-reviewed journals. He has also participated as faculty at numerous conferences and has co-authored six books on cardiovascular disease for cardiologists.

Dr. Mehta has been awarded a Fellowship of the American College of Cardiology and the prestigious Dhanvantari Award by The Bombay Samachar, South Asia's oldest daily newspaper. He has also contributed several articles on heart health to Rotary News.

An active Charter Member and Past President of Rotary Club of Bombay Airport, Dr. Mehta has been deeply involved in public health initiatives. His book on coronary heart disease for the general public, Romancing the Heart, has received endorsements from personalities including Shri Amitabh Bachchan, BK Shivani, Dr. Devi Shetty and Shri Sunil Gavaskar.

Through Rotary, he has conducted numerous public seminars and 'garden talks' on heart health. He also spearheaded an initiative to install AED machines at 72 Mumbai railway stations and train staff in recognising and responding to cardiac arrest. The initiative has already helped save three lives, while Dr. Mehta has trained thousands of people in CPR and the use of AED machines.



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Rotary Club of Bombay 2026-27

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PP Ashish Vaid	PP Framroze Mehta
	Ishraq Contractor

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IPP Bimal Mehta	PE Vineet Suchanti
PN Akhil Sanghi	Secretary - Farhat Jamal
Joint Secretary - Madhusudan Daga	Treasurer - Manish Sampat

Additional Director - PP Preeti Mehta

Centenary Year Committee

PDG Sandip Agarwalla	President Manish Reshamwala
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President Manish Reshamwala

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Shakti Awards	Rtn. Ptn. Rangita Bhatnagar
The Rotary Foundation	PP Vijay Jatia

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Director Pradeep Chinai

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Director Rhea Bhumgara

Bulletin	Rtn. Mudit Jatia
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Overseas Scholarships	Rtn. Niloufer Lam
International Programmes	Rtn. Christopher Bluemel
Attendance	Rtn. Mahesh Khubchandani
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Sergeant At Arms	Rtn. Khurshed Poonawala

Director Mihir Mody

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Anusuya Devi Taparia College	Rtn. Rhea Bhumgara

District Thrust Areas

Legal Aid and Awareness	Rtn. Sameer Tapia
Sports in Schools	Rtn. Abhishek Saraf

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Fellowship Trips	PP Satyan Israni
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Programme	Rtn. Rina Deora
Ananda Yaan	Rtn. Charu Agrawal

Director Pulin Shroff

Cancer Aid	Rtn. Sharad Lohia
Adult Literacy	Rtn. Paritosh Rungta
Dharamshala	Rtn. Swati Mayekar
Sports	Rtn. Hiranmay Biswas
IT Innovation Labs	Rtn. Uday Sanghani
Elder Day Care (Alibaug & Awas)	PP Ashish Vaid

Director Pranay Vakil

Fellowship Senior Citizens	Rtn. Deepak Kapadia
Animal Welfare	Rtn. Tara Deshpande
Paediatric Heart Surgeries	Rtn. Rajesh Shah
Night Study Centre	Rtn. Varsha Daiya