cam.Ai

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Welcome to the third edition of **cam.ai**

I'm pleased to introduce the third edition of the **Cyril Amarchand Mangaldas AI Newsletter**. Over the past year, we have witnessed a remarkable evolution in how artificial intelligence is reshaping the legal profession. What began as an exploration of efficiency and automation has now progressed into a phase where AI is becoming an active collaborator in legal work — capable of reasoning, adapting, and executing complex tasks. Since our inaugural edition, the pace of AI innovation has accelerated dramatically, and our commitment to staying ahead of the curve has only strengthened as we lead this transformation in the legal industry.
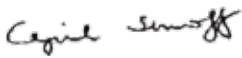
At CAM, our journey with AI has always been guided by a clear vision: to combine technological innovation with the highest standards of ethics and professional excellence. From the early adoption of traditional automation tools to embracing generative AI, we have consistently sought to anticipate change rather than react to it. Today, as the conversation shifts to agentic AI, we see an opportunity not just to enhance efficiency but to redefine how legal services are delivered — responsibly, intelligently, and collaboratively.

In this edition, we explore global trends and how agentic systems are redefining workflows with the help of a thought-provoking piece by the Legora team titled "Future of AI in the Agentic Front". We also trace the technological journey from traditional automation to autonomous AI agents in our article, "Path to Agentic AI". This edition also features candid insights from CAM lawyers on how AI tools are driving greater

efficiency, enabling collaboration, and enhancing client service. These developments reaffirm our belief that the future of law lies at the intersection of human judgment and intelligent technology.

As we navigate this exciting frontier, our focus remains on embedding AI thoughtfully into our practice — ensuring transparency, accountability, and trust at every step. The future of legal services will be shaped by those who innovate boldly yet responsibly, and we are determined to continue leading in this space. Through this newsletter, I invite you to join us in creating a future where AI complements human insight and strengthens the legal profession, while shaping the frameworks and practices that will define the next chapter of law in an AI-driven world.

Regards,

Cyril Shroff
Managing Partner
Cyril Amarchand Mangaldas

India's
leading law
firm

Future of AI in the Agentic Front

What's happening in the agentic AI space globally

The pace of change in legal work has never been faster. "We think it's the best time in history to be a lawyer," Legora CEO Max Junestrand said recently at Precedent, Legora's inaugural legal tech event in New York. "There have never been this many people aligned on a single mission, building tools. And it's never been easier to turn those tools into action for practitioners."

What's driving this shift is a new generation of systems that don't just provide information, but help carry work forward. They can structure multi-step tasks, bring together the right sources, and adapt as lawyers refine the direction, turning what used to be fragmented steps into a more coherent flow of work.

Across global firms, these capabilities are now being woven directly into the tools lawyers already rely on every day – from Microsoft's Word, Outlook and SharePoint to document management systems and client workspaces. Instead of jumping between platforms or repeating manual processes, lawyers can conduct reviews, surface insights, and progress drafting in a single, connected environment that reflects the standards of their own practice.

This integration layer is becoming the real frontier. Technology no longer sits on the periphery of legal work: it runs through it. With deeper connections across systems like Microsoft 365, NetDocuments, iManage, and the emerging generation of client portals, firms are creating working environments where knowledge, documents, and collaboration come together seamlessly.

Taken together, these shifts point to the sector moving beyond experimentation into true operational change. Expertise remains firmly in the hands of lawyers, but the path to delivering it becomes faster, clearer, and more connected.

Your perspective on where this is heading

At its core, this next phase of technology is fundamentally collaborative. From the beginning, working side-by-side with lawyers at Mannheimer Swartling, Legora was built around a simple belief: technology should adapt to the way lawyers think and work, not force new behaviours onto them.

That foundation is now shaping how firms adopt agentic systems. Each workflow can carry a firm's institutional knowledge — its standards, templates, processes, and judgement — and evolve as lawyers refine it. We're now seeing this take shape across several areas of practice.

In multi-document reviews, agentic systems can extract key data, identify risks, and draft sections of final reports using a firm's own templates. A due-diligence workflow, for example, can flag additional issues worth surfacing, pull the correct report format, and produce structured drafting that matches the firm's style: with the reviewer guiding decisions throughout.

In drafting and document production, the latest generation of editors can combine extracted data, templates, and drafting instructions in one place. Lawyers can generate full sections of a report or memo, collaborate in real time,

and adjust headings and reasoning in real time without moving between systems.

And in client collaboration, emerging client portals allow firms to package their own workflows and playbooks for clients to use directly. Clients can run tasks, interrogate reviewed datasets, access tailored matter spaces, and collaborate securely.

Taken together, these examples show how agentic systems turn technology into a living layer of collaboration rather than a static tool. They reflect how a firm actually works, carry its judgment through each matter, and help teams work together with more structure and consistency.

For the profession overall, that marks an important shift. The next phase of progress won't be driven only by speed, but by shared intelligence. Technology that helps lawyers think together, align more quickly, and deliver work with greater clarity and confidence.

A short piece on the client portal and the ongoing work Legora is doing with CAM

Entrenched in this idea of collaboration is Legora's newest feature, announced by Max Junestrand at Legora's aforementioned Precedent summit in November.

For over 30 years, lawyers have relied primarily on email for client collaboration, resulting in buried documents, countless versions, and fragmented communication. The Legora Client Portal changes that.

The Portal centralizes all matter-related work in one secure, branded workspace. Clients can access tailored playbooks and workflows, even without a Legora account, allowing them to run tasks, view progress, and interact with firm knowledge in real time. For Cyril Amarchand Mangaldas, this client-facing capability was a significant factor in choosing Legora as its AI partner. CAM has long been regarded as one of India's most progressive firms in its approach to technology, and the Portal aligns closely with their ambition to elevate and differentiate the client experience.

A group of senior leaders and partners at the firm are now exploring how best to introduce these capabilities to priority client relationships: focusing on areas where shared visibility, structured collaboration, and streamlined processes can meaningfully enhance service.

For CAM, which has made firmwide AI adoption a strategic priority, the Portal is a testament to where the industry is heading: from static exchanges to interactive collaboration.

CAM's selection of Legora as its Generative AI partner followed one of the most rigorous pilot programs in the global legal sector: 380 lawyers, three competing platforms, and months of real-world testing. The collaboration now spans adoption, co-developed workflows, and the rollout of the Portal.

Any other thoughts

India's legal sector stands at the cusp of accelerated innovation. With a young, tech-literate workforce, a strong digital infrastructure, and a government committed to digitization, the country is primed to lead the next phase of AI-driven legal transformation.

Legora's Head of India, Amit Kothiyal, sees this as both a growth engine and a co-creation hub:

"We want to be close to our clients – to help them test, implement, and succeed in real time," Amit says. "It's about creating an ecosystem around them: partnerships with legal publishers, universities, and industry bodies; India-specific use cases that reflect how lawyers here actually work. We plan to implement this through significant investment in the country, hiring the best talent across legal, tech and consulting to help us meet the needs of rapid innovation that the industry is demanding."

For both Legora and CAM, this partnership represents something larger: the opportunity to define how collaborative, agentic AI reshapes legal work not just globally, but with deep local relevance and enthusiasm.

Path to Agentic AI
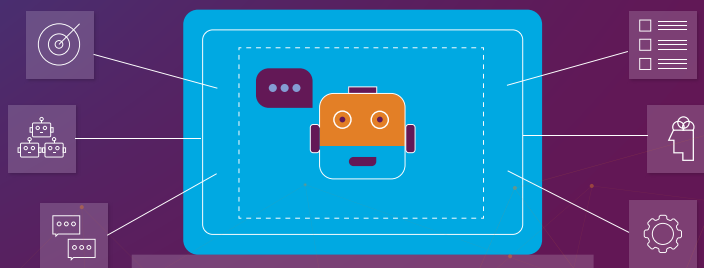
Introduction

The development of artificial intelligence (**AI**) is marked by a series of distinct evolutionary phases, with each stage advancing on the groundwork established by its predecessors. From the early days of traditional automation tools that required extensive human guidance to today's autonomous agents capable of independent decision-making, technology is undergoing a profound transformation that is significantly altering its interaction with the surrounding environment.

The rise of traditional automation

Traditional automation emerged as a breakthrough approach that enabled computers to learn from experience, rather than follow rigid, pre-programmed instructions. These systems could identify patterns within datasets, make predictions based on historical information, and gradually improve their performance through exposure to new examples. Whether through supervised learning with labelled data, unsupervised learning that discovers hidden structures, or reinforcement learning that optimises behaviour through trial and error, traditional automation gave computers the ability to adapt and evolve.

Yet, traditional automation tools systems, for all their sophistication, remained fundamentally reactive. They waited for human operators to provide data, define objectives, and interpret results. A traditional automation model might excel at predicting customer behaviour or identifying fraudulent transactions, but it could not independently decide what to do with those insights or take meaningful action without explicit human direction.

Generative AI: The creative leap

The advent of generative AI represented a significant leap forward. These systems moved beyond analysis and prediction to creation — producing novel content ranging from written text to visual imagery. Large language models demonstrated remarkable capabilities in understanding context, generating coherent responses, and even exhibiting reasoning abilities that seemed to mimic human thinking. However, generative AI still operated within a prompt-and-response paradigm, requiring users to initiate each interaction and guide the conversation.

Agentic AI: The next frontier

Agentic AI represents the convergence of these technologies into something qualitatively different. Rather than simply responding to queries or generating content on demand, agentic systems possess the capacity to pursue goals autonomously. They can perceive their environment, formulate plans, execute complex sequences of actions, and learn from the outcomes — all with minimal human intervention.

This shift from passive tools to active participants marks a fundamental change in the relationship between humans and artificial intelligence. Where previous AI systems functioned as sophisticated assistants awaiting instructions, agentic AI operates more like a colleague capable of understanding objectives and determining the best path forward independently.

Generative AI demonstrates proficiency in natural language understanding, reasoning abilities, and insight communication.

Technical Architecture and Capabilities

The architecture underlying agentic AI draws upon both traditional automation and generative AI capabilities. Traditional automation systems provide the foundation for pattern recognition, prediction, and continuous improvement through experience. Generative AI demonstrates proficiency in natural language understanding, reasoning abilities, and insight communication. Together, these technologies enable agents to not only think but also act purposefully.

Consider how an agentic system might approach a business intelligence task. Rather than waiting for someone to request a weekly report, the agent could autonomously monitor relevant data sources, identify significant trends or anomalies, synthesise insights from multiple information streams, generate a comprehensive analysis, and distribute it to appropriate stakeholders — all without human prompting. If unexpected patterns emerge, the agent might independently gather additional context, consult external resources, or flag issues requiring human attention.

Key Drivers of Agentic AI Success

The practical implications of this technological shift extend far beyond theoretical possibilities. Organisations deploying agentic systems are discovering that success depends less on the sophistication of the underlying algorithms and more on establishing proper foundations. Data quality emerges as paramount — systems can only perform as well as the information they are fed or access. Equally critical is the human element — building trust requires transparency in how agents reach decisions, maintaining clear trails, and ensuring appropriate oversight at key junctures. The most effective implementations prove that agentic AI works best not as a replacement for human expertise, but as a collaborative partner that handles complexity whilst escalating situations requiring nuanced judgement, empathy, or strategic thinking to human professionals.

The transition to agentic AI also introduces new considerations around governance, transparency, and control. When systems make independent decisions and take autonomous actions, organisations must establish appropriate guardrails to ensure alignment with business objectives and ethical principles.

Conclusion

The progression from traditional automation through generative AI to agentic systems reflects an ongoing journey towards more a capable, autonomous, and genuinely intelligent artificial system. Looking ahead, the evolution from traditional automation to agentic AI suggests that we are entering into an era of artificial intelligence becoming genuinely more collaborative rather than merely assistive. As these technologies mature, they promise to fundamentally reshape how organisations operate, how professionals work, and how we approach complex challenges that require sustained attention and adaptive problem-solving. The future belongs not to those who simply use AI tools, but to those who can effectively collaborate with autonomous agents as genuine partners in achieving ambitious goals.

cyril amarchand
mangaldas
ahead of the curve

> **Experiences
> of our lawyers**

LAW

Swati Sharma

Partner
(Head – Intellectual Property)

1. How has AI, particularly Legora, supported your practice in recent months?

SS: Legora has been a valuable tool for document review, summarisation, and drafting initial versions of pleadings and notices. It streamlines preparation while reducing manual effort, though outputs require careful review.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

SS: AI saves time on routine tasks like reporting court orders, drafting responses, and parsing large data sets. It also simplifies complex patent concepts and supports document analysis through features like tabular review and grammar checks.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

SS: AI has improved efficiency and turnaround times, especially in patent searches and IP transactions. It helps break down scientific concepts, review voluminous documents, and enhance team coordination through collaboration features.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

SS: The transition has been smooth and intuitive, supported by effective training sessions. Adoption has been strong for drafting and summarisation tasks, with advanced features like translation adding further value.

Arya Tripathy
Partner (Digital+)

Gathi Prakash
Partner (Disputes)

1. How has AI, particularly Legora, supported your practice in recent months?

AT: My practice area demands agility, adaptability, and nimbleness to cater to an ever evolving and volatile global regulatory regime, and Legora has been a qualitative AI "assistant" that quickly and reliably extracts required data to swiftly support different aspects of my work, from previewing legal developments to getting smart insights.

1. How has AI, particularly Legora, supported your practice in recent months?

GP: Legora has become my go-to tool for quick document analysis, drafting initial versions of notices, pleadings, submissions, and summarising lengthy judgements instantly. It also excels in assisting with business development activities, such as creating transcripts for panel discussions, debates, or seminars with appropriate prompts in record time. Legora is quickly becoming the favourite junior.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

AT: Legora improves reliability and efficiency by enabling quick data extraction, document summarisation, and structured outputs for diligence and research. It helps us stay informed on global technology and data laws while supporting tasks like public searches and document structuring.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

GP: My efficiency has increased. Even if I don't receive a promised draft, I can start from scratch and deliver the work within committed timelines using Legora for assistance. It's also easy to cross-check statements and verify sources within extensive disputes pleadings. I'm looking forward to using Legora during live cross-examinations.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

AT: Legora has greatly improved efficiency in cross-border technology matters, enabling faster collaboration with foreign firms and supporting clients through preliminary research on global data laws. It also aids thought leadership by simplifying technology concepts and providing analytics-driven insights.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

GP: AI allows me to get quick preliminary analyses in matters involving other practice areas, which can then be confirmed. This saves a lot of time for my team and other teams involved. The turnaround time and coordination on deliverables for matters involving multiple practice areas has improved significantly. Clients are very happy with our ability to serve them faster and better.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

AT: The transition has been seamless with strong support from the Innovation Team. Legora is now a part of daily workflows, from drafting and refining deliverables to generating creative ideas, with reliable processing speed and minimal issues.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

GP: The transition has been smooth. The Innovation team is always available for questions, concerns, and discussions. They actively seek our feedback and convey it to the Legora team for system improvements and adjustments. Day-to-day adoption has been steadily increasing. The goal is to find the right balance between I and AI.

Abe Abraham
Partner (Employment)

Shaneen Parikh
Partner
(Head – International Arbitration)

1. How has AI, particularly Legora, supported your practice in recent months?

AA: Legora has been particularly useful in transactional employment work — M&A/ BTA, and diligences. It acts as a second pair of eyes when reviewing employment agreements, HR policies, and contractor SOWs. It also helps validate consent/ approvals and strengthening employment reps and warranties, covenants, and disclosure schedules. It has helped make my work more efficient.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

AA: AI tools like Legora, CaseMine, and Copilot significantly reduce turnaround time for routine tasks such as summaries, clause comparisons, and drafting checklists; allowing more time for complex advisory work. Each tool serves a distinct purpose — Legora and CaseMine for research, Copilot for meeting preparation and organisational insights.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

AA: AI tools have enabled me to use my time more efficiently, allowing me to focus more on understanding and meeting client needs since most routine back-end tasks can be automated. Consequently, clients benefit from quicker deliverables and greater attention, which strengthens their trust in both our lawyers and the Firm.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

AA: The shift has been smooth and practical, with AI assisting in research, diligence, drafting, and clause comparisons. Success depends on precise prompts and critical human review, which remain essential. That said, it is a facilitator and precision prompts and critical human review are non-negotiable.

1. How has AI, particularly Legora, supported your practice in recent months?

SP: Legora has accelerated key tasks like summarising agreements, compiling timelines, and refining drafts through its Word add-in. This efficiency allows me to focus more on strategy and substantive arguments.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

SP: Legora simplifies document analysis by instantly summarising lengthy submissions and verifying citations. Its translation feature is invaluable for foreign-language documents, enabling immediate understanding without delays.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

SP: AI enhances team efficiency by enabling associates to quickly grasp complex documents and extract key facts. Shared project features streamline collaboration, and clients benefit from faster, more accurate deliverables.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

SP: The transition has been smooth, supported by helpful training sessions. Legora is now a part of daily practice for summarisation, translation, and making document analysis faster and more intuitive. My approach was to identify repetitive tasks where AI could add immediate value, such as document summarisation and translation.

S. Harish
Partner (General Corporate)

1. How has AI, particularly Legora, supported your practice in recent months?

SH: Legora is highly effective in VC transactions for quick diligence, validating consents, and preparing deal checklists. It streamlines early-stage analysis and reduces manual effort, while ensuring accuracy through meticulous review.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

SH: Legora saves time on routine tasks like document reviews, summaries, and drafting checklists, enabling faster progress to substantive work. It delivers quick, structured outputs for comparisons and clauses, though precise prompts are key. Copilot complements this by handling complex instructions well, and a legal-focused version could be a strong future solution.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

SH: Legora improves efficiency in due diligence by enabling quick preliminary assessments and volume evaluation. It also helps optimise resource usage and reduce system leakages, ensuring better matter profitability and streamlined workflows.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

SH: The transition has been gradual yet effective, with AI tools supporting research, drafting, and clause comparisons. They work best with straightforward prompts, and success depends on precise instructions and critical interpretation of outputs.

Shaishavi Kadakia
Partner (Private Client)

1. How has AI, particularly Legora, supported your practice in recent months?

SK: Legora has been integral to our advisory and research work, enabling deep web searches, summarising agreements and regulatory orders, and simplifying foreign law. Its Word add-in improves draft quality, and it even assists with administrative tasks like generating fee quotes.

2. What specific benefits or efficiencies have you personally experienced from using AI tools in your matters or workflows?

SK: Legora condenses time-intensive tasks, including proofreading, summarising agreements and orders, and extracting clauses. This efficiency significantly reduces associate workload and accelerates delivery.

3. How has the adoption of AI influenced the way you approach matters, collaborate with teams, or serve clients?

SK: AI enhances collaboration by allowing team members to work simultaneously on projects and maintain version history. Features like redaction and shared databases streamline workflows and prevent duplication of effort.

4. How has the overall transition to using AI tools been for you — across training, use cases, technology readiness, and day-to-day adoption?

SK: The transition has been seamless with strong training support. Legora acts like a first-level associate, improving efficiency and reducing redundancy, though daily adoption is still evolving for diverse use cases.

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