



JCC D Comapany

LETTER FROM THE CHAIR

"Bahut puja kar li, ab upar ja ke karna." — the words spoken to Gulshan Kumar seconds before he was shot, 12 August 1997.

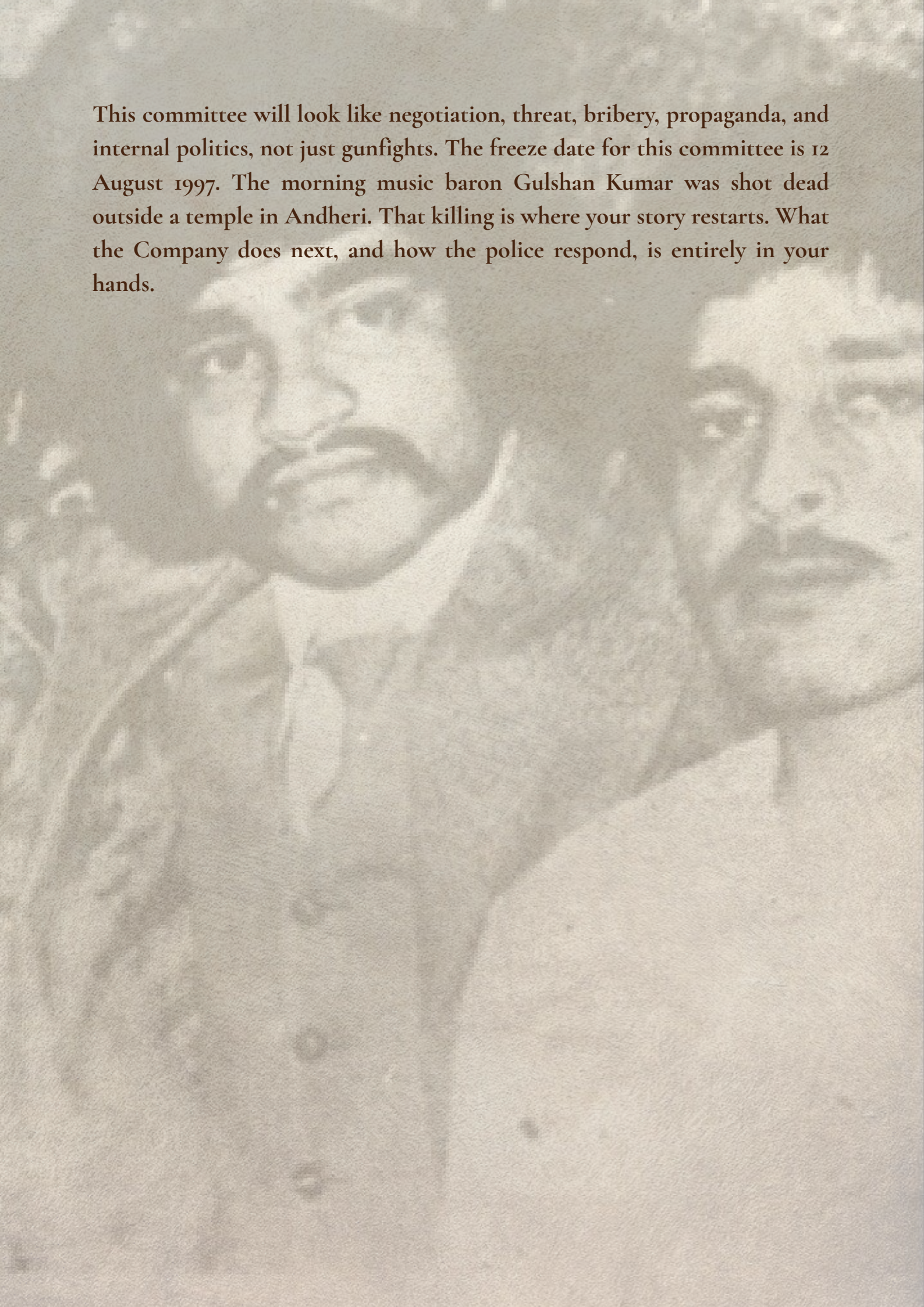
Delegates,

Welcome to the D-Company cabinet. Your opponents are the Mumbai police: "Sworn" to uphold the law and bring down the city's criminal network. Ahem Ahem. While you work in the gray areas as the inner circle of the most feared syndicate in the country's history. An empire that the papers have been calling "D-Company".

This is not a committee about being good or evil. This will be about power, loyalty, money. Fear and the very thin corruptible line between the underworld and everyday life in 1990's Bombay.

It's a committee about power, loyalty, money, fear, and the very thin, very corruptible line between the underworld and everyday life in 1990s Mumbai: the police officer who takes a cut, the film producer who pays for protection, the politician who needs the Company's muscle at election time. You are being asked to inhabit people who did real, often violent things. Unfortunately, you'll have to work with intelligence, not as cartoons.

This committee will look like negotiation, threat, bribery, propaganda, and internal politics, not just gunfights. The freeze date for this committee is 12 August 1997. The morning music baron Gulshan Kumar was shot dead outside a temple in Andheri. That killing is where your story restarts. What the Company does next, and how the police respond, is entirely in your hands.



History

The origination of the Bombay Underworld

Bombay's underworld did not begin with Dawood Ibrahim. Through the 1960s and 70s, the city's coastline and port made it a natural smuggling hub, gold, silver, and electronics moved in through the docks, avoiding India's strict import duties. Early dons like Haji Mastan and Karim Lala built empires on this smuggling trade, and a Tamil don, Varadarajan Mudaliar, controlled the docks and liquor trade in the south of the city. These men were, in their own strange way, local celebrities: quasi-legitimate figures who settled disputes, funded weddings, and were occasionally photographed with film stars.

Dawood Ibrahim Kaskar was born in 1955 in Dongri, a crowded, working-class Muslim quarter of South Bombay, the son of a police constable (the irony). He grew up inside this world of smuggling gangs and street loyalty. In the late 1970s he and his elder brother Shabir broke away from a local don's gang and built their own outfit. When Shabir was killed by the rival Pathan gang in the mid-1980s, Dawood took sole control and began a bloody campaign that, by 1986, had crushed the Pathan gang's leadership and made Dawood's outfit the dominant force in the city's underworld.

EXILE TO DUBAI, AND THE BIRTH OF "D-COMPANY"

In 1986, wanted by the Mumbai Police, Dawood fled to Dubai. Exile did not weaken him. Instead, it globalised him. From Dubai he built a smuggling and financial network that Indian journalists began calling "D-Company," a syndicate rather than a street gang: structured, disciplined, and increasingly international. By the early 1990s it is estimated to have had thousands of members and to have handled a significant share of India's illegal gold trade, alongside extortion, real estate, gambling and film financing rackets back home.

With Dawood based abroad, day-to-day control in Bombay was delegated downward. Bombay was informally divided into zones, each managed by local operators: some career criminals, some simply businessmen who had agreed to pay for "protection" and, in exchange, got a cut of the enforcement racket. This decentralised structure was deliberate: it let junior men run local extortion and dispute-settling without waiting for orders from Dubai, while keeping the top leadership legally distant from any one crime.

THE RIOTS AND THE BOMBINGS

The demolition of the Babri Masjid in December 1992 triggered communal riots across India, including brutal violence in Bombay in December 1992 and January 1993 in which the city's Muslim community suffered heavily. For Dawood, himself from that community, and by now operating from Dubai, the riots became both a personal grievance and a recruiting tool. In their aftermath, D-Company allegedly smuggled weapons and RDX explosives into the city.

On 12th March 1993, tragedy struck. Mumbai, or Bombay for now, woke up to bomb bombings. All throughout the city. The stock exchange, hotels, and crowded public spaces, all were impacted. 257 people were killed. Hundreds more were injured.

Indian investigators concluded that Dawood Ibrahim and his close aide Tiger Memon had organised the attack, and that it was carried out in coordination with elements across the border. The blasts transformed D-Company's reputation overnight: from an underworld gang that Bombay had learned to live alongside, into an organisation the state now treated as a national security threat, and pursued accordingly.

The Rajan Split

Not every senior man in the organisation approved of the bombings, or of the direction Dawood was taking the Company. His long-time second-in-command Chhota Rajan (Rajendra Nikalje) broke away in the mid-1990s, taking a large faction of shooters and business contacts with him and positioning himself, with quiet encouragement from the Indian state, as an anti-Dawood, "patriotic" don. By 1997 the Rajan gang is a bitter, active rival, fighting a parallel war against D-Company on the streets of Bombay, in a way that overlaps with, but is distinct from, the police's own campaign against you. Assume Rajan's network is hostile, well-informed, and actively trying to poach your men and expose your operations.

BOLLYWOOD MONEY

Squeezed by tighter customs enforcement that made gold smuggling less profitable, D-Company had pushed harder into the Bombay film industry: financing productions, controlling distribution and overseas rights, and extorting producers, financiers and music companies who wanted to work in the city undisturbed. This is the world your cabinet inherits in August 1997. A Company that is part gangster network, part shadow film financier, and, since 1993, a wanted terrorist organisation as far as the Indian state is concerned.

THE TURNING POINT: MURDER OF GULSHAN KUMAR

But before we proceed further, let's understand who Gulshan Kumar was.

Who Was Gulshan Kumar

Gulshan Kumar Dua built T-Series and its parent company, Super Cassettes Industries, from a Delhi cassette stall into the single most powerful music label in India, undercutting the old record companies on price and flooding the market with devotional and film music. By the mid-1990s he was one of the richest men in the Bombay entertainment business, and, like most people at that level of the industry, a target for extortion.

What Happened

In the weeks before his death, Kumar received threatening calls demanding a large sum, reportedly around ten crore rupees, in protection money, and refused to pay. On the morning of 12 August 1997, after his usual visit to a Shiv temple in Jeetnagar, Andheri West, he was approached by gunmen as he reached his car and was shot at close range, more than a dozen times, in front of witnesses. His government bodyguard was, on that particular morning, unavailable :).

The investigation that followed named Abu Salem, by then one of Dawood's key operators handling Bollywood and North Indian extortion, as the man who organised the hit, allegedly acting partly on the Company's own extortion demand and partly on a contract from a rival music composer who blamed Kumar for the failure of his album. The case would take decades to resolve in the courts; what matters for this committee is that, on the morning of the freeze date, Bombay has just watched its most famous music mogul gunned down outside a temple in broad daylight, and every newspaper in the country is about to ask the same question: how far does the underworld's reach now go?

The Mumbai Police

The Committee Matrix

This is the part of the committee where the EB had to go a bit fictional in order to ensure that the committee is still viable for a Model UN. Before the conference, you'll receive another document titled "The Portfolio Guide" which will delve further into the nuances of each portfolio.

Character	Portfolio
Abu Salem	Head of Bollywood Extortion & Transit Wing
Tiger Memon	Chief of Cross-Border Logistics & Smuggling
ISI Handler	Brigadier Rank, Karachi Liaison
Sharad Shetty	Chief Hawala Broker & Dubai Asset Manager
Iqbal Kaskar	Head of Real Estate & Bhendi Bazaar Operations
Anees Ibrahim	Head of Global Narcotrafficking
Chief of Local Recruitment & Street Enforcement	Regional head of Dongri/Dharavi Sector
Shadow Bollywood Financier	Proxy Producer / Studio Owner
Syndicate's Chief Legal Counsel	High Court Fixer
Media Manipulation & Narrative Warfare Chief	Media Manipulation & Narrative

A Note on Play

Dawood does not personally run every extortion call, and the Don's authority in this committee is real but not unlimited. Play the internal politics of the cabinet as seriously as the war with the police: ambition, rivalry, and mistrust inside the Company were as dangerous, historically, as any single police raid. Remember, not every order comes from Dubai.

Don	The top boss of a criminal syndicate; here, Dawood Ibrahim.
D-Company	Media shorthand for Dawood Ibrahim's organisation – not a name the Company used internally.
Hawala	An informal, trust-based system for moving money across borders without banks, hard to trace.
Encounter	A police shooting of a suspect, officially in self-defence, often used against gangsters.
Crime Branch	The specialised investigative wing of the Mumbai Police handling organised crime.
Extortion note / call	A threat demanding protection money, often the first step before violence.
Chargesheet	The formal charge document filed by Indian police once an investigation concludes.

BUZZWORDS

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