

DOING BUSINESS **GLOBALLY** IN THE DIGITAL AGE

BANGALORE | 24 APRIL 2018



About Us

(in alphabetical order of company name)



Baker McKenzie helps clients address the challenges and opportunities of competing in the global economy. Founded in Chicago in 1949, Baker McKenzie opened its second office in Caracas in 1955. At a time when many firms were focused on their local markets, we were helping clients do business globally, something that has grown exponentially over the past six decades. Today, we are proud to have more than 4,200 lawyers in 78 offices in 47 countries.

In terms of our India Practice, we specialize in helping many of India's largest and most high profile corporates address the opportunities and challenges of doing business internationally – expanding, creating and financing businesses, acquiring, divesting and protecting assets, navigating unfamiliar regulatory environments, implementing compliance regimes or settling disputes.

We realize that in today's dynamic and fast – moving global economy, we need to help our clients navigate a constantly changing and challenging market. And it requires a new type of thinking and a different mind-set. It requires lawyers who collaborate unusually well across borders, markets and industries around the globe. Lawyers who embrace new ideas and emerging technologies to give businesses confidence in these uncertain times.



An Asia-focused business research think tank, IMA India has, for the last twenty one years, provided enterprises with strategic research and market insights together with independent advice on various aspects of the operating environment for business. IMA delivers on its mandate through four broad service lines built around the objective of enabling authentic, analytical and practical insights to India's industry leadership – Peer Group Forums, Research and Advisory Services, Roundtables and Conferences, and Publications.

Our capabilities are predicated on a thorough understanding of India's operating environment and the business intelligence requirements of the country's top management. Over 2,000 corporations retain IMA for business intelligence inputs, both through proprietary research and as a part of its Peer Group Forum business information services for Chief Executives, CFOs, CMOs, and Heads of HR. IMA's custom research practice draws on strong in-house research capability that is strengthened further on account of access to insights of an extensive distribution network across corporate India, thought leaders, experts and policy makers.

Tuesday, April 24, 2018

Registration and Luncheon

1.00 pm

At The Grand Ballroom, Conrad Hotel, Bangalore

Welcome Address

1.45 pm – 2.10 pm

*Ashok Lalwani, Principal, Head – Global India Practice, Baker McKenzie, Singapore**Gary Seib, Chair Asia Pacific, Baker McKenzie**Radha Ahluwalia, Managing Director, IMA*

The Rise of the Digital Century

2.15 pm – 3.15 pm

*Bhaskar Bhat, Managing Director, Titan Company**Anand Kripalu, Managing Director & CEO, Diageo India**Chaired by Radha Ahluwalia, Managing Director, IMA*

The digital age is overwhelming in the scope of change it is engendering; that change is silent, and it is fast. It has overtaken how we live, and will transform how we work. This era coincides with transformative trends underway also in the geo-political and regulatory domain. How will global industry respond? What are the country's finest businesses seeing as opportunity in these times, what are the calls to action internally that will be demanded? Will a borderless world get the greatest fillip because of digital, pushing back on nationalist agendas because technology does not recognise borders? Will India's global competitive edge rise and if so then what will define that new era from an internal excellence standpoint? Which risks remain attendant? Engage with two of India's finest business minds on the fundamentals that you will need to unlearn before you learn how to excel, how to win, in this brave new world.

Coffee

3.15 pm – 3.45 pm

BREAK-OUT SESSIONS: SERIES I

Break-out I: Digital Consumers: Changing Paradigms

3.45 pm – 4.30 pm

*Jaspreet Bindra, Digital Transformation Expert, former CDO, Mahindra Group**Lothar Determann, Partner, Baker McKenzie, Palo Alto**Moderator: Michael Mensik, Partner, Baker McKenzie, Chicago*

The digital economy's greatest opportunity is its hyper-personalised access to a massive world of consumers, bigger and easier to scale than ever before. The flip side lies in the fact of a complete shift of power over your brand to the consumer – there is quite literally, nowhere to hide; organisations must live their promises and every stakeholder now has a say in your future. Access is two-ways, or must be, and liability, if you get it wrong, can be crippling. What are the new rules of the game to build sustainable consumer relationships; how must the bulwark of responsible engagement and right to access now be built? What are emergent risks for business as data itself becomes a key ally, but rights to privacy are demanded by both governments and consumers? Engage on the size of the opportunity but equally also, on the quality of response to maximize the same.

OR

Break-out II: Supply Chains: Excellence 2.0

3.45 pm – 4.30 pm

*Shekar Viswanathan, Vice Chairman and Whole-time Director, Toyota Kirloskar**Jon Cowley, Partner, Baker McKenzie, Hong Kong**Moderator: Sonia Baldia, Partner, Baker McKenzie, Washington DC*

Businesses are being reinvented at the customer end in the digital age. Even more so, however, are global supply chains. As digital access enables truly competitive supply chains to form, the intricacies of global – and domestic – supply chain management itself will change. Whilst one component of this is regulatory oversight, the other really is operational strategy, as both structures and time to market morphs in today's hyper competitive arena. Technology is a key driver but so also is a changing customer base into which suppliers will mesh, just as supplier bases themselves will proliferate as access becomes truly global. Talk through best in class responses on customer engagement on product and pricing at one end and optimising the supply chain and procurement at the other in response to higher expectations on every plane.

OR

Break-out III: Compliance: The 'Must Win'

3.45 pm – 4.30 pm

*Chandrashekar Thyagarajan, VP- Finance & CFO, IBM**Mini vandePol, Partner, Baker McKenzie, Hong Kong**Moderator: Richard Dean, Partner, Baker McKenzie, Washington DC*

Business the world over is increasingly under the regulatory scanner as governments across the world seek to ensure that the 'game' is fair to every stakeholder – consumers, governments and industry. Sometimes, the bid to ensure the 'right' thing can result in action over substance, in letter over spirit. Rising compliance requirements across jurisdictions are a result. At the other end lies the inexorable spread of competitive businesses in the search for new horizons, new opportunities. Preparedness to respond to rising enforcement and continually evolving regulations is equally incumbent as is the need to observe higher standards of governance even as associated environments continue to pose challenge. Compliance today is a strategic issue that will drive key decisions and can impact business futures. Talk through how this environment is evolving and how your business must prepare itself to operate in a powerful, virtual world of both financial transactions and customer promise.

Change of Hats

4.30 pm – 4.45 pm

BREAK-OUT SESSIONS: SERIES II

Break-out IV: Talent & Workforces: Quantum Change, Quantum Gain

4.45 pm – 5.30 pm

*S Venkatesh, Management Board Member & President –Group HR, RPG Enterprises**Parag Pande, MD - Global HR Geographic Services Delivery Lead, Accenture**Shannon Donnelly, Partner, Baker McKenzie, Washington DC**Moderator: Sonia Baldia, Partner, Baker McKenzie, Washington DC*

The greatest impact of the digital age is possibly on talent, on workforce and organisational structures – and for good reason. The rise of a digital consumer/customer landscape now demands both a new set of skills within our teams, just as it demands a lightening fast pace of response to expectations. The rise of AI will change our need for talent by quantity, but it will also demand new skill sets altogether, as digital consumers and greater machine automation tilt the balance in favour of some organisations versus others. This will sit on the back of shifts in job creation and talent mobility as governments across the world seek to respond to the demands of domestic constituencies and yet, continue to attract industry.

For some of India's most ambitious businesses, both of these sit atop already executed organisational transformations in a bid to create global competitive advantage. What are optimal organisational structures and teams today and how will industry best balance the external world of consumers and regulators? Engage on this most crucial issue as you think through the human fabric of your organisation in this high potential, but high risk, new world.

OR

Break-out V: M&A: Layered Opportunity

4.45 pm – 5.30 pm

*Vineet Agrawal, Chief Executive, Wipro Consumer Care and Lighting & ED, Wipro Enterprises**Philippe Reich, Partner, Baker McKenzie, Zurich**Tim Sheddick, Partner, Baker McKenzie, London**Moderator: Samantha Mobley, Partner, Baker McKenzie, London*

In the next decade, a bulk of acquisitions, both global and domestic, will be driven by the need for scale, but most so, by the need for relevance. Firms will acquire capabilities also in the digital arena because they cannot be home built. Those acquisitions will be for products, or services and for talent. That is however, easier said than done. How do you identify the cultural match, how do you arrive at the right valuations, how will you run due diligence when the diligence is of technology and of data, and how do you then integrate that business into your own. What are regulatory responses in key markets that must be kept in mind in a bid to unlock value – unexpected challenges for the under-prepared can otherwise be crippling. What are some emergent structures that can be brought into play; how will organisational growth now stem from this necessary avenue? Discuss the 'how' of this high potential avenue from the perspective of both opportunity and risk.

OR

Break-out VI: Digital Payments: The New Normal

4.45 pm – 5.30 pm

*Gavin Raftery, Partner, Baker McKenzie, Tokyo**Moderator: Radha Ahluwalia, Managing Director, IMA*

Digital payments have driven global finance for decades. In the last few years, however, the 'democratisation' of this trend to enable credit, financing and payments in the hands of individuals has been transformative. Within India itself, digitalisation has led to the dream of a cashless, or 'less cash' economy. The ramifications for business are many. At one level, this can unleash entrepreneurial and customer power like never before – finance has underpinned demand in many of India's most crucial sector. At another, however, regulatory focus on this huge new trend will expand, not just within the country but outside, also as the web of finance globally is scrutinised for misuse. The risks then are equally important to understand. India's recent tryst with governance issues in one of India's better-known PSU banks is illustrative. How do you regulate your business, with which attendant risks and which opportunities? How will guiderails be put to ensure value creation and not destruction? Engage with a future-focused panel that reviews how digital payments are changing the rules of the game.

OR

Break-out VII: Cyber Security: Rising Threat

4.45 pm – 5.30 pm

*Tanushree Bagrodia, CFO and VP - IT, NRB Bearings**Lothar Determann, Partner, Baker McKenzie, Palo Alto**Michael Mensik, Partner, Baker McKenzie, Chicago*

At a recent IMA Forum, a former Home Secretary to the Government of India outlined cyber crime as the greatest attendant threat to the nation. The ability of cyber criminals to de-rail organisations (both actual transactions and reputation are at risk), India's most sensitive installations (of energy, water and academia) and government is strong – and rising. Some of the world's biggest brains are hackers, and entire industries it is said, flourish in country after country with the sole purpose of negative disruption; the cybercrime economy is in fact, flourishing. It is not just a nuisance, but also a risk, to personal safety and to personal, organisational and national wealth. How do you ready yourself for the risks to cyber security? What are global best practices both from an internal protection standpoint and from that of a response to regulatory oversight on this fundamental issue in an era of borderless access but equally rising demands for privacy and protection.

Coffee

5.30 pm – 6.00 pm

Nationalism: The Rise of a Protectionist World

6.00 pm – 7.15 pm

*Pramit Pal Chaudhuri, Foreign Editor, HT**Jon Cowley, Partner, Baker McKenzie, Hong Kong**Richard Dean, Partner, Baker McKenzie, Washington, DC**Samantha Mobley, Partner, Baker McKenzie, London**Moderator: Radha Ahluwalia, Managing Director, IMA India*

Decadal sluggishness of growth, of job creation in most countries across the world has reflected in the rise of an era of nationalism, of greater protectionism as both politician and policy maker seek to protect 'turf'. Equally, there is a palpable sense in both multilateral regulators and national ones to better 'govern' big enterprise in a bid to ensure higher compliance on every plane, and higher governance. Little typifies this more than the United States of America that has in just over a year changed multiple paradigms – in taxation, in tariffs and in employment opportunities. Europe is equally a cauldron of change as the EU tries to remain 'together' and the UK readies for Brexit. The opportunities for corporations in Europe are multiple, but they demand a review of changing paradigms, again on almost every plane. This is most so given the rise of digitalisation that is, by its very nature, sans barriers. For businesses with a global footprint – or aspiration – business strategies will need to respond in ways not even considered just a few years ago. Engage with an authoritative panel at the closing of Doing Business Globally 2018 as they outline the future trajectory of these trends in order for us to redefine opportunity in this most unusual of eras as the world returns to a higher growth orbit.

Cocktails and Dinner

7.15 pm

IMA India reserves the right to alter the programme as necessary.

IMPORTANT: IMA adheres strictly to session timings as a mark of courtesy to both speakers and delegates. We would request adherence.

Speaker Biographies
*(in alphabetical order of speaker name)***Anand Kripalu, Managing Director & CEO
Diageo India**

Anand Kripalu currently serves as Managing Director & CEO at Diageo India, and is also as member of the Diageo Global Executive Committee. Prior to this, Mr Kripalu was President, India and South Asia, at Mondelez International, and Managing Director at Cadbury India. He played a key part in leading Mondelez in India after Kraft's acquisition of Cadbury. Mr Kripalu presided over eight years of continuous industry-leading growth and helped the business earn status as one of India's Most Admired Companies. He joined Cadbury India at the end of 2005 as Managing Director - Indian Sub-continent, and was subsequently appointed President - Cadbury Asia in October 2008.

Earlier, Mr Kripalu worked with Unilever for 22 years. In his last assignment there, as Managing Director for Unilever's East Africa operations, he turned around a loss-making business to deliver double-digit growth. He served on the Board of Marico from 2007 to October 2017. Additionally, Mr Kripalu chaired CII's National FMCG Committee (2009-10), and has been on the Managing Committee of the Bombay Chamber of Commerce and Industry and of FICCI's National Executive Committee. He is currently the Chairman of the CIABC (Confederation of Indian Alcoholic Beverage Companies), the apex industry association for that sector. Mr Kripalu holds a bachelor's degree in engineering (electronics) from IIT-Madras and a master's degree in business administration from IIM-Kolkata. In 2004, he completed Wharton Business School's Advanced Management Program. Recently, Mr Kripalu was conferred IIM-Kolkata's Distinguished Alumnus Award.

**Ashok Lalwani, Principal, Head – Global India Practice
Baker McKenzie, Singapore**

Ashok Lalwani heads the International Capital Markets Group and chairs Baker McKenzie's India practice. Mr Lalwani is recognised by leading legal directories for his India and capital markets expertise, including being named as a Recommended Lawyer for Capital Markets Debt and Equity by 'PLC Which Lawyer?', and being ranked in Band 2 for Capital Markets by Chambers Global. His practice focuses on public and private international securities offerings and cross-border M&A, including the representation of non-US-based companies in transactions involving US federal securities laws. Mr Lalwani has represented issuers and underwriters in public and private securities offerings in the US and around the world. He has over 20 years' experience handling inbound and outbound India transactions for clients in various industries.

**Bhaskar Bhat, Managing Director
Titan Company**

Bhaskar Bhat is currently the Managing Director of Titan Company. Mr Bhat began his career in 1978 as a management trainee at Godrej & Boyce Manufacturing Company. After spending five years with Godrej, he joined the Tata Group, and has been associated with Titan since its inception. Mr Bhat has engineered the creation of many brands, and pioneered the concept of franchising and retailing in watches, jewellery, eyewear, and precision engineering. Titan has now grown to become the largest watch manufacturer in India and the fifth largest in the world. Under Mr Bhat's leadership, the company has enlarged its portfolio, extending its market into eyewear accessories and fragrances, and is now exploring saris. He holds a bachelor's degree in mechanical engineering from IIT Madras, and completed his PGDBM from IIM-Ahmedabad. Serving on the governing council of TA Pai Management Institute and National Institute of Design, Mr Bhat has been awarded IIT-Madras'

Distinguished Alumnus Award. He also serves on the boards of Trent, Bosch, Tata Chemicals, Rallis India, Tata SIA (Vistara), Tata Ceramics, Montblanc and Caratlane.

**Chandrasekar Thyagarajan, Vice President–Finance and CFO, India & South Asia
IBM**

Chandrasekar Thyagarajan has worked with IBM for over 17 years, and currently serves as Vice President-Finance and CFO for IBM in India and South Asia. Prior to this role, Mr Thyagarajan held several finance and operations leadership positions in IBM, including that of CFO, India/South Asia Domestic Business; COO for Global Business Services, India/South Asia; CFO for Global Business Services, Growth Markets, based in Singapore; CFO for IBM Daksh Business Process Services; and finance lead for IBM's global delivery missions located in India. He has 29 years of experience in finance and operations in Indian and global companies, in the areas of business decision support, financial planning, business operations, accounting, product and service costing, business controls, financial risk management, regulatory compliance, direct and indirect taxation, financial restructuring, sourcing of funds, procurement, real estate, and transport operations. Prior to joining IBM, Mr Thyagarajan worked for 12 years in finance leadership positions at several Indian companies in the automobile, financial services and IT sectors.

**Gary Seib, Chair, Asia Pacific
Baker McKenzie, Hong Kong**

Gary Seib is a member of Baker McKenzie's Global Executive Committee, and serves as the firm's Asia Pacific Chair, leading 17 offices in 12 countries, comprising over 3,500 legal and business professionals across the Region. He has been an ACRITAS 'Star Lawyer' in both 2017 and 2018, and is ranked as an Eminent Practitioner and one of the leading lawyers in his field by top legal directories, including Chambers Asia Pacific, Chambers Global, Asia Pacific Legal 500, and IFLR. Mr Seib is a commercial disputes specialist with over 30 years' experience in corporate governance, risk management, compliance investigations and regulatory matters, including cross-border fraud investigations, asset tracing claims, and recovery actions. He has regularly undertaken pro bono engagements, including acting for an international refugee NGO as amicus in the Hong Kong Court of Final Appeal in *C & Others v Director of Immigration and Another* (2013). Mr Seib speaks extensively on business complexity, risk management and cross-border dispute resolution; is a regular contributor in the media; and has written numerous articles on these topics in publications globally.

**Gavin Raftery, Partner
Baker McKenzie, Tokyo**

Gavin Raftery, an Australia-qualified lawyer, has been living in Tokyo for over 20 years. Mr Raftery is one of Baker McKenzie's global fintech leaders, and also currently serves as Baker McKenzie's Asia Pacific Chair of Banking & Finance, and co-leads its Banking & Finance practice in Tokyo. He advises clients on fintech, financial services regulation, acquisition finance, venture capital, project finance, export and trade finance, derivatives, emissions trading, carbon finance, securitisation, and financial product development. Mr Raftery acts for both Japanese and international clients on transactional and regulatory matters, and has advised a number of Indian companies and financial institutions in connection with their operations in Japan and transactions with Japanese financial institutions.

Jaspreet Bindra, Digital Transformation Expert, former CDO, Mahindra Group

Jaspreet Bindra most recently served as Chief Digital Officer at the Mahindra Group, where he was responsible for the implementation of digital technologies, and specifically, for building an e-Commerce framework for Mahindra's auto division, two-wheeler business, and other consumer-facing businesses. He has over 18 years of experience, and served as Chief Executive Officer of GETIT Infoservices from February 2013 to October 2014. Prior to that, Mr Bindra worked with Microsoft India for six years, heading its Internet business, and subsequently, its retail, entertainment, and devices businesses. He served as Regional Director of the Entertainment & Devices Division until February 2012, spearheading Microsoft's India strategy, as well as its marketing and sales efforts for hardware products (primarily input devices like mice and keyboards), gaming (Xbox and games), and home productivity software. He was Country Manager of Microsoft India's Online Services Group until September 2008, where he focused on driving the MSN India and Windows Live services, bringing new advertisers online, and exploring business opportunities in the booming mobile market. Mr Bindra started his career with Tata Administrative Services (TAS), spending 11 years in senior sales, marketing, and general management roles at the Tata Group across its FMCG, Internet and telecom businesses. He was also part of the start-up team, serving as COO, at Bazee.com (now eBay India), and was actively involved with the tech start-up ecosystem as an entrepreneur, mentor, and advisor to several companies, including Qwiksilver, Mapmygenome, Storyxpress, and power2sme. Mr Bindra served as Vice Chairman of the Internet and Mobile Association of India (IAMAI) from 2007 onwards, and currently serves as a Director of LemonLearn eServices. He is an avid quizzier, and has had the distinct honour of winning the Brand Equity Quiz thrice, in 1995, 1997, and 2004.

**Jon Cowley, Partner
Baker McKenzie, Hong Kong**

Jon Cowley is a registered foreign lawyer based in Baker McKenzie's Hong Kong office. Mr Cowley's practice focuses on Asia-Pacific customs and trade matters, including controversy and audit support, duty and indirect tax planning, supply chain structuring, and trade compliance advice. He returned to Baker McKenzie after spending five years as Assistant General Counsel for Customs and International Trade at a major consumer product company, where he advised the business on trade issues globally. Mr Cowley previously was an associate with Baker McKenzie's International Trade Controversies and Planning practice in Hong Kong, where he assisted multinational companies with China customs, export control, encryption, indirect tax and cross-border regulatory matters.

**Lothar Determann, Partner
Baker McKenzie, Palo Alto**

Lothar Determann practices and teaches international technology, commercial and intellectual property law. At Baker & McKenzie LLP in San Francisco and Palo Alto, Mr Determann has been counselling companies since 1998 on data privacy law compliance and taking products, business models, intellectual property and contracts international. Admitted to the practice in California and Germany, he has been recognised as one of the 'Top 10 Copyright Attorneys and Top 25 Intellectual Property Attorneys in California' by the San Francisco & Los Angeles Daily Journal, and as a 'Leading lawyer' by Chambers, Legal 500, IAM and others.

**Michael S Mensik, Partner
Baker McKenzie, Chicago**

Michael Mensik is a Founding Partner of Baker McKenzie's Global Information Technology & Communications Law practice. Ranked as a leading technology and outsourcing attorney by Chambers Global, Mr Menisk is described by that publication as 'erudite and popular.' According to clients, 'he is an expert in a variety of topics and knows the best person in every office around the world for your situation.' He was inducted into the Outsourcing Hall of Fame by the International Association of Outsourcing Professionals in 2009. PLC Which Lawyer 2010 listed him as a 'Leading outsourcing professional', its highest accolade and in 2011, Who's Who Law Business Research listed him as one of the 'World's pre-eminent Internet, e-Commerce and Data Protection lawyers'.

**Mini vandePol, Partner
Baker McKenzie, Hong Kong**

Mini vandePol is the immediate former Chair of Baker McKenzie's Global Compliance & Investigations Group, heading up a global team of 900+ compliance and investigations practitioners in Asia Pacific, EMEA, Latin America and North America. During her leadership, Global Investigations Review ranked the C&I Group among the top 5 investigations firms worldwide, in both 2016 and 2017. Since stepping down as Chair in October 2017, Ms vandePol has continued to lead the Asia Pacific Region, and to sit on the Group's Global Steering Committee. Her work focuses on anti-bribery and corruption investigations, and risk management and mitigation, in China, India and other parts of Asia-Pacific across a variety of industries. She is a trusted advisor to the Boards and audit committees of Baker McKenzie's most significant global clients, assisting them in establishing and enhancing their risk management programmes, and investigating transgressions to support a strong commitment to a culture of compliance. Ms vandePol's expertise and experience in Indian anti-bribery and corruption issues has been recognised by Chambers and the firm's global clients. She has developed a strong following in this jurisdiction, where she has conducted risk assessments and compliance training, third-party due diligence, sanctions and trade-related compliance reviews and internal investigations, including those with oversight by regulators such as the US Department of Justice, SEC and the UK's Serious Fraud Office.

**Parag Pande, Managing Director - Global HR Geographic Services Delivery Lead
Accenture**

Parag Pande serves as Managing Director – Global HR Geographic Services Delivery Lead at Accenture. Mr Pande has over 24 years of experience in the human resources field leading various functions, including learning and projects, in such sectors as banking, financial services, BPO and call centres. He has handled roles across strategy, planning, business development, mobilisation, finance, and service delivery. This included setting up Greenfield projects, turning around troubled businesses and companies, developing and executing strategy, and managing investments of over USD 1 billion. Earlier, Mr Pande served as a Rotarian, assisting orphanages and renovating schools in the Mumbai slums. Rotary International has recognised him as a Paul Harris Fellow.

**Philippe Reich, Partner
Baker McKenzie, Zurich**

Philippe Reich heads the Antitrust, European and Trade Law practice in Switzerland, and is an active member of the firm's Competition Law, International Trade and Commerce (where he is a member of the EMEA Steering Committee) and Compliance and Investigations practice groups. Mr Reich regularly advises Swiss and Indian clients on India inbound and outbound transactions and legal issues.

He has been the European representative on the Global Steering Committee of Baker McKenzie's India initiative and practice since 2010, and was, for almost five years, the legal knowledge partner to the Swiss Trade and Investment Promotion in India. He is Chairman of the Swiss Indian Chamber of Commerce, and forms the India Desk of Baker McKenzie in Switzerland.

Pramit Pal Chaudhuri, Foreign Editor, Hindustan Times and Fellow, Ananta Aspen Centre

Pramit Pal Chaudhuri is currently the Foreign Editor of the Hindustan Times. Prior to joining the newspaper in 2000, he wrote about international politics and economics at the Telegraph (1991-2000) and at the Statesman (1985-1991). Mr Chaudhuri served consecutive terms on the National Security Advisory Board to the Prime Minister of India between 2011 and 2015. He is a Distinguished Fellow and Head, Strategic Affairs, at the Ananta Aspen Centre. On behalf of the centre, he is a delegate for several track-two strategic dialogues, including those with the US, China, Israel as well as for a US-India-Japan trilateral dialogue. He is also a senior associate of the Rhodium Group, New York, and a member of the Council of Emerging Markets, Washington DC. Mr Chaudhuri is also a member of the Mont Pelerin Society, Aspen Institute Italia, Asia Society Global Council, as well as the Institute for International and Strategic Studies, London. Earlier, he was a media fellow at the Fletcher School of Law and Diplomacy; Visiting Fellow at the Henry Stimson Centre, Washington, DC; Hubert Humphrey Fellow at the University of Maryland – College Park; a South Asia fellow at Cornell University; and Bernard Schwartz Fellow and non-resident Associate Fellow with the Asia Society, New York. He has also been a Visiting Scholar at the Department of South Asian Studies, Cornell University. Mr Chaudhuri was part of an Aspen Institute India – Council for Foreign Relations team that wrote a report 'The United States and India: A Shared Strategic Future' in 2011 and was a contributing member of an Asia Society task force for a report 'The United States and South Asia after Afghanistan' in 2012. Mr Chaudhuri holds a bachelor's degree in history from Cornell University, and has lived or travelled in over 50 countries.

**Radha Ahluwalia, Managing Director
IMA India**

As Managing Director, Radha Ahluwalia has held strategy and P&L responsibility for IMA for the past decade since 2006. Mrs Ahluwalia directly oversees IMA's business portfolio, which include the firm's CEO, CFO, CHRO and CMO peer group programmes with over 1,800 member corporations, each represented by its top management. She is also responsible for IMA's proprietary research practice, working with select clients across sectors through retainer-based relationships. Her responsibilities include the development of IMA's business intelligence and content and she plays an important role in formulating the think tank's views on the operating environment for business as well as on business best practices in the context of India's industrial landscape.

Mrs Ahluwalia has charge of the management of key client relationships and IMA's outreach, both within India's industry leadership and government. She also leads the firm's major business development efforts and expansion. She chairs discussions of the CEO, CFO, HR and CMO programmes across the country. Over 140 such Forums and Roundtables are hosted by IMA across India each year. Mrs Ahluwalia is called upon frequently to deliver personal briefings to client executive teams and global Boards on India country opportunity and risk. Now in her 18th year at IMA, Mrs Ahluwalia has previously served with the World Bank, Goethe Institut and Lufthansa.

Richard Dean, Partner
Baker McKenzie, Washington, DC

Richard Dean's practice focuses on the US Foreign Corrupt Practices Act (FCPA) and related legislation, including US money laundering laws and their application to the activities of global companies in emerging markets. Mr Dean advises on the structuring of transactions to comply with the FCPA and related laws, and supervises the conduct of internal investigations and audits to determine compliance with such laws and regulations. He has extensive experience in advising clients on the compliance aspects of M&A and other commercial transactions in India. Mr Dean has advised on a number of transactions, conducted extensive due diligence reviews and investigations of Indian companies, and handled the defence of major US companies before the US Department of Justice and the Securities and Exchange Commission on FCPA issues following their acquisition of Indian companies.

S Venkatesh, Management Board Member and President – Group HR
RPG Enterprises

S Venkatesh currently serves as Management Board Member and President – Group HR for RPG Enterprises. Mr Venkatesh has three decades of corporate experience, and over the past 17 years has held the Group HR Head position at BPL, Arvind, Vedanta, and now RPG. He has earlier worked with MNCs including ITC and PowerGen Plc, where he was Director HR for India/Middle East. Mr Venkatesh also had an entrepreneurial stint for over 4 years, during which he worked as Strategic HR Advisor to CEOs of companies in sectors as diverse as IT services, textiles and healthcare. He is an alumnus of the Tata Institute of Social Sciences, Mumbai.

Samantha Mobley, Partner
Baker McKenzie, London

Samantha Mobley is head of the EU, Competition & Trade Practice at Baker McKenzie's London office. Ms Mobley has extensive experience in all areas of EC and UK competition law, and is an eminent name in the cartel field and an experienced merger control specialist. She also regularly advises the Boards of UK public limited companies in numerous industry sectors on antitrust compliance markets. She is recommended as a leading individual for competition law in the 2017 Chambers Guide to the UK Legal Profession and Who's Who Legal 2017. Additionally, Ms Mobley featured in Global Competition Review's 2016 Survey, 'Women in Antitrust' as one of the top 150 women in antitrust globally. She is currently a Vice Chair of the International Bar Association's Antitrust Committee.

Shannon Donnelly, Partner
Baker McKenzie, Washington, DC

Shannon Donnelly is a partner in the firm's Band 1 Global Employment Group, and serves as the head of the Washington, DC Global Immigration and Mobility practice. Ms Donnelly coordinates global worksite compliance programmes, and provides strategic advice related to the global work force based on comparative analysis and trend-spotting across industries. She focuses her practice on employment-based immigration law, and has represented and advised clients from a variety of industries, including investment banking and securities, personal and commercial banking, information technology, economic consulting, manufacturing, healthcare and non-profits.

Recognised as one of Chambers USA's 'Leaders in Their Field', and recommended by Legal 500, Ms Donnelly facilitates the mobility of key foreign executives and managers, specialised knowledge, and

professional workers. She helps companies establish global compliance and management programmes to move their executive and professional work corps, as well as support organisations throughout US government audits, including I-9 and public access files. Ms Donnelly counsels US employers on policy development related to international recruitment, compliance and immigration issues.

**Shekar Viswanathan, Vice Chairman and Whole-time Director
Toyota Kirloskar**

Shekar Viswanathan is a BA economics graduate and a Chartered Accountant. He began his career in 1981 with Unit Trust of India, and thereafter worked with Chase Manhattan Bank and then with Lazard Brothers, until 1995. Over 1995-1998, Mr Viswanathan was associated with Haldia Petrochemicals, a USD 2 billion petrochemical enterprise, as General Manager-Finance, with responsibility for project fund raising. In 1998, he joined the Toyota Kirloskar Group as a Member of the Board of Directors of TG Kirloskar, and took over as Director Finance at Toyota Kirloskar Auto Parts. He was subsequently moved to Toyota Kirloskar Motor, and has served on their Board of Directors since 2008 as Deputy Managing Director. Mr Viswanathan was appointed to the position of Vice Chairman and Whole-time Director in January 2013. He has also been the Senior Executive Advisor to the Toyota Kirloskar Auto Parts Board (since 2009); a Director of Kirloskar Systems (since 2006); a Director of ASM Technologies (since 2011); and an Independent Director at L&T-MHPS Boilers and L&T-MHPS Turbine Generators since March 2015. Mr Viswanathan is a Member of FICCI's National Executive Committee and has been the Chairman of SIAM's Taxation Committee for the last 3 years. He is also a Past President of the BCIC, and a past Chairman of CII's Karnataka State Council (in 2015-16).

**Sonia Baldia, Partner
Baker McKenzie, Washington, DC**

Sonia Baldia currently serves as Partner, Baker McKenzie in Washington, DC, and brings over 17 years of experience in global sourcing, technology and intellectual property, with an emphasis on India. Ms Baldia routinely advises on outsourcing, international supply chain arrangements, joint ventures, complex licencing, cloud offerings, e-Commerce and IP matters, as well as cross-border commercial transactions involving India. She is qualified to practice law in both India and the US, and is a registered patent attorney in both countries. Ms Baldia leverages her unique combination of international experience and credentials to assist companies in cross-border commercial and technology matters. Legal 500 USA and Chambers USA have recognised her as a 'Leading outsourcing lawyer'.

**Tanushree Bagrodia, Chief Financial Officer & VP-IT
NRB Bearings**

Tanushree Bagrodia currently serves as CFO and VP-IT of NRB Bearings, where she leads a team of 40 empowered professionals to implement sustainable improvements and efficient digital solutions. Prior to NRB Bearings, Ms Bagrodia worked as a banker for a decade, and served with leading American, European and Indian banks in the UK and India. A finance professional with wide-ranging global experience, her understanding of international business, investors and governance standards has helped her enable organisations to grow cost effectively, both locally and internationally, and with robust control systems. A computer engineer and an INSEAD MBA graduate, she served as Co-Chairperson of IMC's Corporate Governance Committee, and she has been a key contributor at various forums on such topics as risk management and the convergence of digitalisation and the Finance function. A champion of the youth and diversity agendas, Ms Bagrodia is a regular speaker at educational institutions and multinational corporations.

**Tim Sheddick, Partner
Baker McKenzie, London**

Tim Sheddick handles public and private M&A and corporate transactions in the UK and abroad. Mr Sheddick joined Baker McKenzie in 1999, and became a Partner in 2006. He focuses his practice on public and private M&A for UK and international clients, with a particular focus on the infrastructure sector, and also advises on UK equity capital markets transactions. Mr Sheddick spent five months on secondment at Macquarie Capital Funds as legal counsel, where he worked on private and public M&A transactions in the infrastructure sector.

Vineet Agrawal, Chief Executive Officer, Wipro Consumer Care and Lighting; and Executive Director, Wipro Enterprises

Vineet Agrawal serves as Chief Executive Officer of Wipro Consumer Care & Lighting, and as Executive Director of Wipro Enterprises. With over 10,000 employees and 15 manufacturing locations in 5 countries, Wipro's consumer business is present in India, the Middle East, South East Asia, and China, through such marquee brands as Santoor, Chandrika, Yardley and Enchanteur. Mr Agrawal has grown the business through organic initiatives and aggressive acquisitions. He has also been awarded IIT-Delhi's 'Distinguished Alumni' award.

List of Participating Companies

(in alphabetical order of company represented)

42Gears
ABB
Accenture
Acendre
Adecco
Ador Fontech
Airbus
Altimetrik
Amphenol
ANZ Operations and Technology
AO Smith
Arris
Assystem
Autoliv India
Avery Dennison - RBIS
AxisCades
Bahrain Economic Development Board
Bhartiya City
BI Worldwide
BIAL
Boyden
C.Krishniah Chetty & Sons
Capita
CGN Global
Citrix R&D
Claas
CPS
Cypress Semiconductor
Danske IT and Support Services
Dell-EMC
Diageo
Disa India
Dr Reddy's
DSP Design Associates
Elektrobit
Embassy Industrial Parks
Embassy Office Parks
EMC IT
Energon
Epsilon

Essilor
Excelity Global
FDL
Fidelity
First Advantage
First American
First Life
FNF India
Fortum
GE Digital
Gestamp
Harting
HCG
Herbalife
Hinduja Global
HPE
HSBC
IBM
IDG Ventures
IHS
Indegene
Indium Capital Advisors Private Limited
Infinera
JK Fenner
Jubilant Life Sciences
KCI Medical
Kennametal
Kerry
Kredx
L&W Construction
LM Wind Power Blades
LogMeIn
Lowe's
Luxottica
Macdermid
Manipal Education
MAST Global
Medi Assist
MEMG
Mercedes Benz

MetricStream
Metrohm
Micro Focus
Microsoft IT
Mindteck
MobME Wireless
Moog R&D
Mphasis
MTR
Mynd Solutions
Natural Remedies
NetApp
Northern Trust
Novo Nordisk
nVidia
NXP
Ola
Omega Healthcare
Orion Security
Palanca Capital
Philips Innovation Campus
Pierian Services
Praxair
Prestige
Prolec GE
Quess
QuEST Global
Randstad
Renault Nissan
Ricoh
Rittal
RMZ
RPG Group
SAP Labs
Schenck Process
Schneider Electric - IT BU
Schneider Electric GSC
Schueco

Scientific Games
Securelyshare
SeedWorks
Stanley Black &
Decker
Stanley Lifestyles
Talisma
Tally Solutions
TE Connectivity
Technicolor
Telstra
Tesco
Time Inc.
Titan Company
Tommy Hilfiger
Toyota Kirloskar
Trianz
TVS Motor
TVS TWG Warranty
United Breweries
Urban Ladder
UST Global
Volvo
Von Roll
WalkWater
Watchdata
Technologies
Wells Fargo
Williams Lea
Wipro
Wipro Consumer
Care and Lighting
Wipro Infrastructure
Wooqer
WS Atkins
WWstay
Zoomcar

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