

DOING BUSINESS **GLOBALLY** IN THE DIGITAL AGE

MUMBAI | 27 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.

Friday , April 27, 2018

Registration and Luncheon

1.00 pm

At The Astor Ballroom, St Regis, Mumbai

Welcome Address

1.45 pm – 2.10 pm

*Ashok Lalwani, Partner, 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

*Anish Shah, Group President Strategy and Member of the Group Executive Board, Mahindra Group**D Shivakumar, Group Executive President - Strategy and Business Development, Aditya Birla Group**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

*Tanushree Bagrodia, CFO and VP - IT, NRB Bearings**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

*Kumar Subbiah, CFO, CEAT**AS Kumar, General Counsel and Executive VP Corporate Affairs, Cipla**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 Hats4.30 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**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

*Sushil Agarwal, Group CFO, Aditya Birla Group & Whole Time Director, Grasim Industries**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

*Rajiv Rai, Chief Digital Officer, Edelweiss Group**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

*Burgess Cooper, Partner, Cyber Security, EY India**Lothar Determann, Partner, Baker McKenzie, Palo Alto**Moderator: 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)

Dr Anish Shah, Group President Strategy and Member of the Group Executive Board, Mahindra Group

Dr Anish Shah serves as Group President Strategy and Member of the Group Executive Board at Mahindra Group. Dr Shah's primary focus areas are strategy development and implementation, capability-building (including digitisation), data sciences, enabling synergies across Group companies, and driving international growth. Additionally, he leads the risk management and performance-review functions, and as Group President Strategy, plays a key role in developing talent for leadership roles across the Group.

Prior to this, Dr Shah served as President & CEO of GE Capital India, where he led the transformation of the business, including a turnaround of its SBI card joint venture. Dr Shah's career at GE spanned 14 years, during which he held several leadership positions, including Director-Global Mortgage and Senior Vice President-GE Mortgage Insurance at GE Capital's US and global units. Dr Shah was the recipient of GE's prestigious Lewis Latimer Award for outstanding utilisation of Six Sigma in developing a 'Digital Cockpit'. Earlier, he worked with Bank of America's US Debt Products business, with Bain & Company in Boston, and with Citibank in India. Dr Shah holds a PhD from Carnegie Mellon's Tepper School of Business, a master's degree from Carnegie Mellon, and a post-graduate diploma in management from IIM-Ahmedabad. Dr Shah has received several scholarships, including the William Latimer Mellon Scholarship, an Industry Scholarship at IIM-A, and ones from National Talent Search and the Sir Dorabji Tata Trust.

AS Kumar, Global General Counsel & EVP-Corporate Affairs Cipla

AS Kumar currently serves as Global General Counsel & EVP-Corporate Affairs at Cipla. With 32 years of global experience in the US, India, Kuwait and the UAE as an attorney-at-law and counsellor, including as an advocate in New York and India, Mr Kumar has accomplished international transactions exceeding USD 13.5 billion in value. He earlier worked with PSEG Global, a Fortune 250 US energy major; BTU Ventures, a Boston-based 2006 E&Y US Entrepreneur of the Year award-winning PE fund; GlaxoSmithKline; Unilever; United Arab Shipping; Al-Tamimi Law Office; and Dr. Reddy's Laboratories. Mr Kumar completed his LLB from Bangalore University and his LL.M. from the State University of New York at Buffalo. He holds a master's degree in business administration from XLRI, Jamshedpur, and a bachelor's degree in physics from Loyola University. Mr Kumar is the recipient of the ET Now-Business Standard 'Corporate Personality of the Year for Outstanding Contribution & Excellence, 2014' award, and a Witness 2014 Commendation recipient. With deep experience in the pharmaceutical, FMCG, electricity and oil and gas sectors, Mr Kumar served as Chairperson at IPR Conclave & Awards, four Pharma Legal Conferences, and the Grandmasters roundtable. Additionally, he has lectured at several prominent seminars, and addressed the Parliament of India on the Protection of Women against Sexual Harassment Bill, 2013. Mr Kumar has published articles in periodicals including Euromoney and World Trademark Reports, and has addressed several global forums.

**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.

**Burgess Cooper, Partner, Cyber Security
EY India**

Burgess Cooper is an Advisory Partner and leads Cyber Security at EY for the technology, media and telecommunication sectors. With over 20 years of experience, Mr Cooper previously served as the Chief Technology Officer of a major telecom company for over 8 years, prior to which he was responsible for heading IT security at a multinational bank.

**D Shivakumar, Group Executive President - Strategy and Business Development
Aditya Birla Group**

D Shivakumar currently serves as Group Executive President for Strategy and Business Development at the Aditya Birla Group. Prior to this, Mr Shivakumar was PepsiCo's Chairman and CEO for four years, and before that, served with Nokia as CEO for India, and later for Emerging Markets, for nearly a decade. He has been a Chief Executive Officer for half his career, and was one of the youngest CEOs in India in 2003. Mr Shivakumar earlier worked at HUL for a number of years, primarily in the marketing domain. He has worked with over 50 brands in his career and seen many business transformations.

Mr Shivakumar regularly writes and teaches on innovation, leadership, followership, business models and digitisation, including at the world's leading business schools. He is currently on the Board of XLRI. He has previously served on the Board of Governors of IIM Ahmedabad (2012-2017), and on the Board of Godrej Consumer products (2009-2017). Mr Shivakumar was President of the All India Management Association in 2012-2013, and is currently Chairman of the Mobile Marketing Association and Vice Chairman of the Advertising Standards Council of India. He has been the recipient of several awards throughout his career, as is among a handful of people in India to have received distinguished alumnus awards from both IIT (Madras) and IIM (Calcutta).

**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 Qwikcilver, 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 quizzer, 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.

**Kumar Subbiah, Chief Financial Officer
CEAT**

Kumar Subbiah is currently the Chief Financial Officer of CEAT. Mr Subbiah joined CEAT in early 2015 as Senior Vice President – Materials and Outsourcing. Previously, he served for over 20 years with Unilever and Hindustan Unilever, where he handled various finance and commercial roles in and outside India, most recently as Unilever's Finance Director-Supply chain for South East Asia, based in Singapore. Mr Subbiah holds a bachelor's degree in commerce from Loyola College, Chennai. He is a Chartered Accountant and a Cost Accountant, with professional interests in both finance and supply chain.

**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 Mensik 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.

**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.

**Rajiv Rai, Chief Digital Officer
Edelweiss Group**

Rajiv Rai currently serves as Chief Digital Officer for the Edelweiss Group. Prior to this Mr Rai was an entrepreneur with his own start-up, and worked as a consultant and marketer before finding his calling in the financial services sector. He was involved in the early days of the Internet revolution in India, and was responsible for setting up the Internet banking and digital marketing platforms for Citibank and Deutsche Bank consumer banking. Mr Rai also had a stint in a global cash management product role with HSBC. He holds a bachelor's degree in engineering from IIT and a master's degree in business administration from IIM.

**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 matters. 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.

**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'.

**Sushil Agarwal, Group CFO, Aditya Birla Group of Companies & Whole Time Director
Grasim Industries**

Sushil Agarwal is the Group Chief Financial Officer of the Aditya Birla Group, as well as a Whole Time Director and CFO of Grasim Industries. Mr Agarwal is also a member of the Business Review Council, an institutionalised mechanism for bringing in wider managerial perspectives and leadership experiences, and reviewing the development, growth and operations of the Group's businesses. He has been with the Aditya Birla Group since the beginning of his career in 1989, and has contributed richly

to the Group's many restructuring and M&A initiatives, bringing to bear his widely acknowledged financial acumen and analytical skills. In recognition of his stellar contributions, he won the 'Business Leader Corporate CFO' award at the 11th ICAI Awards in 2017. He was also honoured with the Chairman's Exceptional Contributor Award in 2000, and the Outstanding Leadership Award in 2014. Mr Agarwal played an important role in the acquisition of Columbian Chemicals Company, which made Aditya Birla Group the World's largest Carbon Black player. He had a key part in the acquisition of the Pantaloons Fashion business, which strengthened the Group's leadership position in the fashion and lifestyle space. Recently, he was instrumental in the restructuring exercise that merged ABNL into Grasim to create one of India's largest and most diversified companies, the demerger of ABNL's financial services business, and its subsequent listing. In 2013, Business Today named Mr Agarwal among India's Best CFOs in the category 'Enhancing Competitiveness through M&A'. 'CFO 100' has consistently recognised his work under the category 'Winning Edge in Mergers Acquisitions and Corporate Finance' (2014 to 2017), and under the 'Winning Edge in Strategy' category in 2011. Mr Agarwal was previously the COO of Aditya Birla Finance, the NBFC arm of ABNL; and the CEO of Aditya Birla Insurance Brokers, the general insurance advisory arm of ABNL. He is on the Board of several companies, and has over 25 years of global experience. A qualified chartered accountant, he holds a master's degree in commerce.

**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.

List of Participating Companies

(in alphabetical order of company represented)

3H Trawell
3i infotech
AAK Kamani
Abbott Nutrition
ACER INDIA
Active Solutions
Aditya Birla Real Estate Fund
Aegis
Aegis Media
Allcargo
Allstate
Ambit
Andreas Stihl
Apar
APM Terminals Pipavav
Aptech
Aquapharm Chemicals
Aramex
ASK Group
Aurionpro Solutions
Aurum Equity
Avanse
Bahrain Economic Development Board
Barclays Wealth
Baring Private Equity
BASF
Bauli Bakes and Sweets
BBVA
Biostadt
Blue Dart
Boyden
BTVI
Bureau Veritas
Buzan Centre
BVC Logistics
Capgemini
Capita
Carnival Cinemas
Chokhani Group
Cimpress
Cinepolis

Cipla
Clariant
Clix Capital
CMI FPE
Cole-Parmer
Colgate Palmolive
CPPIB
Crompton Greaves
Crompton Greaves Consumer
Crown Worldwide Movers
Dalmia Refractories
Danone
Datamatics
DDB Mudra Group
DEIF
Deloitte
DHL Express
D-Link
Dover India
Dow India
DP World
Dream11
Dresser-Rand
Eaton Technologies
Edelweiss
Emerson Climate Technologies
EPAM
Essar Ports
Essel Propack
Everstone Capital
Faber-Castell
Fenesta Building Systems
Finolex Cables
Fleetguard Filters
Fluid Controls
Fullerton
Galaxy Surfactants
GateGroup
GE Industrial - Energy Division
Gharda Chemicals
Gilbarco Veeder-Root

Greaves Cotton
Guardian
Gupshup
Hathway
HDFC Bank
HDFC Life
HDFC Realty
Henkel
Hersheys
Hexaware
Hikal
Hilti
Himachal Futuristic Communication
Hindalco
Howden Insurance
HSIL Limited
ICICI Lombard
ICICI Venture Funds
IDBI Capital
IG Petrochemicals
IKS Health
IL&FS Energy
IL&FS Transportation
IndiaCast Media
IndiaFirst Life
Ind-Ra
ISS Facility Services
ITM Edutech
J&J Medical
Jacobs Engineering
JAN-PRO
JLL
JLT
Johnson & Johnson
K Raheja Corp
Karl Storz Endoscopy
Kaya
Keva
Khushi Advertising
KKR
Kraton
Kredx
L&T Hydrocarbon
L'Oréal India

Lanxess
Lawrence and Mayo
LEAP
LIC Mutual Fund
Lodestar UM
Lodha Developers
Lowe Lintas and Partners
Maersk
Mahindra AFS
Mahindra Finance
MAPE Advisory
Mattel Toys
Max India
Mesco Steel
Metrohm
Mid-Day
Mighty Group
MobME Wireless
Monsanto
MTC Group
Mutual Industries
MyCFO
Naprod Life Sciences
NCDEX
Nelco
Netmagic
Netsourcing
NIPPO
Nisus Finance
Nitto Denko
Nivea
Oerlikon
Omnicom
Orra
Ortho Clinical Diagnostics
Parksons Packaging
PayU
PD Hinduja Hospital
People Strong
Phoenix Mecano
Pidilite
Platinum Guild
Portescap
ProAlpha Capital

PSIPL
QFP
Racold
Radhakrishna Foodland
Raj Petro
RAK Ceramics
Rallis
Ram Ratna Group
Ramboll India
Ramco
Rane Group
Rays Power
Red Hat
Reliance General Insurance
Reliance Infrastructure
Rhodia
Robosoft
Roche
Roche Diabetes Care
Roche Diagnostics
RPG Life Sciences
Saint Gobain
Samsonite
Saregama
Savita Oil
Sequaretek
Serdia
Shahani Group
Shriram Housing Finance
Shriram Life Insurance
Siana Capital
Sika India
Sodexo
Solvay
Sony Pictures Networks
SOTC India
Sterlite Technologies
Suburban Diagnostics
Suminter Organics
Sun Capital
Syngenta Services
Taj Hotels
Tata BlueScope Steel
Tata BSS

Tata Housing
Tata Realty and Infrastructure
Tata Sky
Tata Sons
TATA Starbucks
Tata Teleservices
TBZ
TCG Real Estate
TCI Global
The Wadhwa Group
Thomas Cook
Thomson Reuters
Tierra Seeds
Tieto Software Technologies
Times Television
TimesofMoney
Tishman Speyer
Trent
TRUST
TrustPlutus
Turner & Townsend
TVS Tyres
UC Strategy
UFO Moviez
USV
UTC CCS
Valmont Structures
Vertiv
Viiking Ventures
VIP Industries
Vodafone
Vodafone India Services
Waaree Energies
Walt Disney
Welspun Global Brands
Western Union
Willis Towers Watson
Wipro
Wockhardt Hospitals
World Gold Council
YouFirst
Zee

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]

[illegible]