



# AmCham Update



AmCham - The Voice of American Business in India

November 2016 | Vol V | Issue 3



## HIGHLIGHTS

- Clean Energy Investment Roundtable with U.S. Deputy Secretary, Energy, Dr. Elizabeth Sherwood-Randall
- 4th AmCham Healthcare Conference
- Interactive Breakfast Session with Mr. Debashis Sen, IAS, Principal Secretary Urban Development, GoWB and Chairman WBHIDCO Ltd on the "Concept of Green Cities and their Economic Impact in West Bengal"
- Interactive Session with Minister Counselor for Commercial Affairs, U.S. Embassy, Mr. Patrick Santillo
- CSR in India: Working Toward Fulfilling the Sustainable Development Goals in India – Moving the Agenda from the Global to National and Local Level
- Breakfast Meeting: Smart Infrastructure – "Promise and Pitfalls of State-Led Economic Reform"





A STAR ALLIANCE MEMBER 

## NON-STOP SERVICE TO VANCOUVER AND TORONTO

Award-winning service to over 100 North American destinations.



Welcome aboard our 787 Dreamliner and award winning three cabin service in International Business Class, Premium Economy and Economy. Air Canada can take you to over 60 destinations in Canada and 50 destinations in the U.S. with our direct non-stop flights between India and Canada and conveniently timed connections across the continent.

Fly direct to Toronto and Vancouver from New Delhi and if you're travelling to the U.S. you'll conveniently clear U.S. customs in transit, so there's no need to line up when you land at your final destination.

Please contact your Travel Agent for booking or our office for information:

For Delhi/NCR: 011-47172900

Rest of India: 1-800-102-8182

**AIR CANADA**  *Your world awaits.*



The only Four-Star  
International network  
carrier in North America



# Contents



09

Debriefing Session with U.S.  
Ambassador and Joint Secretary, MEA



11

Farewell Reception for Mr. John  
McCaslin, Minister Counselor for  
Commercial Affairs, U.S. Embassy and  
Welcome to Patrick Santillo



20

Technology & Innovation in Supply  
Chain – Plant Visit to the Coca Cola  
Plant in Wada

24

Interactive Session with Minister  
Counselor for Commercial Affairs, U.S.  
Embassy, Mr. Patrick Santillo

25

“Transfer Pricing Road Ahead” by  
Mr. Ashwin Vishwanathan, Partner,  
Transfer Pricing & International Tax,  
Ernst & Young LLP

27

4th AmCham Healthcare Conference

35

Breakfast Meeting – Smart Business  
Infrastructure – Mergers, Acquisitions,  
Valuations & Other Business Services







## NATIONAL EXECUTIVE BOARD 2016-17

### Office Bearers

#### Chairman

**Mr. Pratyush Kumar**  
President  
Boeing India

#### Vice Chairmen

**Mr. Richard Rekhy**  
Chief Executive Officer  
KPMG in India

**Mr. Gulshan Kumar Sachdev**  
Managing Director  
Quaker Chemical India Limited

#### Hon. Secretary & Treasurer

**Mr. Atul Dhawan**  
Regional Managing Partner  
Deloitte Touche Tohmatsu India LLP

#### Board Members

**Ms. Rekha M. Menon**  
Chairman  
Accenture India

**Mr. Varun Khanna**  
Managing Director  
Becton Dickinson India Pvt. Ltd.

**Mr. Venkatesh Kini**  
President & CEO – India and South West Asia  
Coca-Cola India Pvt. Ltd.

**Mr. Arun Kumar Jain**  
Managing Director  
Fluor Daniel India Pvt. Ltd.

**Mr. Kaher Kazem**  
President and Managing Director  
General Motors India Pvt. Ltd.

**Mr. Nick Mitchell**  
Managing Director  
Phenomenex India Pvt. Ltd.

**Mr. Krish Iyer**  
President and CEO  
Wal-Mart India Pvt. Ltd.

**Dr. Kiranmai Pendyala**  
CVP HR Greater Asia  
AMD R&D Center India Pvt. Ltd.

**Mr. Madan Mohan Rao Yalamanchili**  
Executive Chairman  
S&P Capital IQ (India) Pvt. Ltd.



## Chairman's Message

I am happy to report that U.S. – India relations reached a higher trajectory in the past few months with a number of activities and positive developments strengthening U.S. – India relations.

AmCham organized a debriefing session post the U.S. – India Strategic and Commercial Dialogue with U.S. Ambassador Richard Verma and Joint Secretary, MEA, Mr. Munu Mahawar. During the U.S. – India Strategic and Commercial Dialogue, a number of issues were discussed including, healthcare, agriculture, aerospace, defense, taxes, energy, smart cities and the environment.

The Hon'ble Deborah Lee James, Secretary, U.S. Air Force met with the Defense Committee and mentioned that the U.S. Air Force was optimistic about the future of co-developing and co-producing defense systems with India and excited about their part of the Defense Technology Trade Initiative (DTTI). We also met with Principal Deputy Assistant Secretary for Political-Military Affairs, Ms. Tina Kaidanow to discuss the revised Indian Defense Procurement Policy (DPP).

AmCham's Infrastructure and Smart Cities Committee held an interactive session with USTDA Country Representative, Ms. Mehnaz Ansari. She gave updates on outreaches to the cities of Vizag, Ajmer and Allahabad and briefed members on the second phase of smart city expansion programs. Members were also invited to meet Mr. Chandramauli Shukla, CEO, Bhopal Smart City Limited and their Strategic Adviser, Mr. Animesh Parihar, to discuss and evaluate the progress of Bhopal smart city master plan. During the open interaction, many suggestions were exchanged on the upcoming projects under various smart city heads such as the ICT initiatives, retro and redevelopment projects (for which government acquired land was available), water and waste management, private sector partnerships, procurement, current and upcoming RFPs and the concept master plan models.

Ambassador Haverkamp, Special Representative for Environment and Water Resources, U.S. Department of State, met with AmCham's Aviation Committee to discuss a global market-based measure to address CO2 emissions from international aviation that was recently adopted by the International Civil Aviation Organization Assembly (ICAO). Ambassador Haverkamp also mentioned that there is strong support from IATA for this measure.

Members also interacted with the U.S. Deputy Secretary for Energy, Dr. Elizabeth Sherwood-Randall, who was part of the U.S. delegation led by U.S. Secretary of State, Mr. John Kerry, visiting India for the second U.S. – India Strategic and Commercial Dialogue. The roundtable discussion included the work taking place at the U.S. Department of Energy on mission innovation, as well as activities at the DoE national laboratories, cross-border public private partnership models for innovation and investment in clean energy technologies.



## NATIONAL EXECUTIVE BOARD 2016-17

### **Dr. Pradip K. Dutta**

Corporate Vice President & Managing Director  
Synopsis (India) Pvt. Ltd.

### **Mr. Iqbal Sait**

Head of Asia Operations  
Saggezza India Pvt. Ltd

### **Mr. K. P. Sengupta**

Chairman  
Data Core (India) Pvt. Ltd.

### **Mr. Rustom J. Desai**

Managing Director  
Corning India and Telecom Operations

### **Mr. Ramkumar Ramamoorthy**

Senior Vice President, Marketing, Corporate Affairs and Communications  
Cognizant Technology Solutions

### **Mr. A. Viswanathan**

Dy. Managing Director  
BS&B Safety Systems India Limited

### **Mr. Sukanti Ghosh**

Managing Director, India  
APCO Worldwide India Pvt. Ltd.

### **Ms. Kaku Nakhate**

President & Country Head (India)  
Bank of America N.A.

### **Immediate Past Chairperson**

### **Ms. Vanitha Narayanan**

Managing Director  
IBM India Pvt. Ltd.

### **Honorary Members**

### **Mr. Patrick Santillo**

Minister Counselor for Commercial Affairs  
U.S. Embassy

### **Mr. George N. Sibley**

Minister Counselor for Economic Affairs and Environment, Science and Technology  
U.S. Embassy

### **Special Invitee**

### **Mr. C. R. Dua**

Managing Partner  
Dua Associates

Ms. Angela Simpson, Deputy Assistant Secretary, National Telecommunications and Information Administration, U.S. Department of Commerce, met the members of the ICT Committee. They briefed her on the main issues/developments in the telecom and IT sectors.

The Medical Devices Committee led a delegation to Colombo, Sri Lanka. The purpose of this delegation was to explore business opportunities in the healthcare sector in Sri Lanka, with a special focus on the medical devices sector, as well as promoting U.S. – Sri Lanka trade in healthcare.

AmCham's new Agriculture and Food Processing Committee held its first meeting. Since the Ministry of Agriculture's main areas of focus are pre-harvest and post-harvest production, food processing, reaching out to consumers, and agriculture and food infrastructure, the committee decided to align its agenda along these lines.

AmCham was honored to host a farewell reception for Mr. John McCaslin, Minister Counselor for Commercial Affairs, U.S. Embassy, a good friend and supporter of AmCham. On this occasion, Ambassador Richard Verma spoke about the great work done by John during his tenure. We also had the opportunity to welcome his successor Mr. Patrick Santillo.

In the Eastern Region, Mr. Debashis Sen, IAS, Principal Secretary Urban Development, GOWB and Chairman WBHIDCO Ltd. had given a detailed explanation on why the West Bengal Government decided to develop its own 'Green City Project.' The concept of a green city is a new one globally. Like the smart city, the focus was on the creation of sufficient eco-space, a sustainable water reservoir system and modern transport with low emission.

On the eve of AmCham's National Executive Board meeting, the Board members met Mr. K.T. Rama Rao, Minister for IT, Municipal Administration & Urban Development, Industries & Commerce, Public Enterprises, Sugar, Mines & Geology, NRI Affairs, Government of Telangana and his team for an interactive session in Hyderabad. He explained the reforms introduced by the Government of Telangana to attract foreign direct investment and for 'ease of doing business.' He also spoke about his visit to the U.S. and the interest American companies had showed for investing in Telangana.

The Hyderabad Chapter also organized the 4th Annual AmCham Healthcare Conference with the theme 'Harmonization of Indian Healthcare Within the Global Ecosystem.' The overall objective of the conference was to be a catalyst for change in the Indian healthcare ecosystem.

In partnership with the U.S. Consulate General, Mumbai, the AmCham Western Region organized 'CSR in India: Working Toward Fulfilling the Sustainable Development Goals in India – Moving the Agenda from the Global to National and Local Level'. The keynote speaker at the event, Mr. Praveen Pardeshi, Principal Secretary to the Hon'ble Chief Minister of Maharashtra, shared insights into the priorities and projects of the Government of Maharashtra through his presentation on village social transformation mission-empowering rural Maharashtra.

AmCham is happy to announce its Silver Jubilee commemorating 25 years of U.S. - India Business Partnership. I would like to thank all of you for your support during this journey which began in 1992. We greatly value and cherish your membership with AmCham and hope you will continue to actively participate in AmCham activities.

**Mr. Pratyush Kumar**  
Chairman, AmCham

## DELHI

### Meeting with U.S. Secretary of Air Force, Ms. Deborah Lee James

AmCham Defense Committee members met with the Hon'ble Deborah Lee James, Secretary, U.S. Air Force, on 26th August in New Delhi. The Secretary mentioned that the U.S. Air Force was optimistic about the future of co-developing and co-producing defence systems with India and excited about their part of the Defence Technology Trade Initiative (DTTI). The interaction was very timely as

she met with the Secretary of the Department of Defence Production, Ministry of Defence, Government of India, Mr. Ashok Kumar Gupta, immediately after this meeting and mentioned she would carry information from the interaction. She was accompanied by Heidi Grant, Deputy Under Secretary of the U.S. Air Force, International Affairs.

### Meeting with Mr. Deepak Bagla, Managing Director & CEO, Invest India

On 26th August 2016, Mr. Pratyush Kumar, Chairman, AmCham and President, Boeing India and Ms. Madhvi Kataria, Deputy Executive Director, AmCham, met with Mr. Deepak Bagla, Managing Director & CEO, Invest India, in his office, to discuss how AmCham and Invest

India could work together to resolve issues faced by American companies doing business in India as well as to jointly organize programs to increase business relations between the two countries.

### Clean Energy Investment Roundtable with U.S. Deputy Secretary, Energy, Dr. Elizabeth Sherwood-Randall

On 29th August 2016, AmCham organized a clean energy investment roundtable with U.S. Deputy Secretary, Energy, Dr. Elizabeth Sherwood-Randall, who was part of the U.S. delegation led by Secretary of State, Mr. John Kerry, visiting India for the second U.S. – India Strategic and Commercial Dialogue. The roundtable discussion topics included mission innovation, which relates to work taking place at the U.S. Department of Energy on mission innovation, as well as activities at the DoE national laboratories, cross-border public private partnership

models for innovation and investment in clean energy technologies. Lessons learned from successes and challenges faced by innovators and investors on cross-border opportunities to improve outcomes from future engagements by incorporating the extensive experience of innovators and investors engaged in U.S. – India joint clean energy projects, were also shared. Participants included a number of leading Indian and U.S. companies as well as representatives from PSUs and startups.



L to R: Mr. Kuljit Singh Popli, Chairman & Managing Director, Indian Renewable Energy Development Agency Ltd., Dr. Sanjiv Malhotra, Director Clean Energy investment Centre, DoE, Dr. Sherwood-Randall, Deputy Secretary, Ambassador Richard Verma, Mr. Steven Gimri, Managing Director, UOP- Honeywell





Interaction with participants at the Clean Energy Investment Roundtable with U.S. Deputy Secretary, Energy, Dr. Elizabeth Sherwood-Randall

## Delegation of Medical Devices Committee to Colombo, Sri Lanka

During 29 - 30th August 2016, Mr. Prabal Chakraborty, Chairman, AmCham Medical Devices Committee and VP and Managing Director, Boston Scientific, led a delegation from AmCham's Medical Devices Committee to Colombo, Sri Lanka. The purpose of this delegation was to explore business opportunities in the healthcare sector in Sri Lanka, with a special focus on the medical devices sector, as well as promoting U.S. – Sri Lanka trade in healthcare.

The delegation met with officials from the Ministry of Health, Nutrition and Indigenous Medicine, including meeting with Mr. Cassim Faizal, Deputy Minister, Ministry of Health, Nutrition and Indigenous Medicine, Mr. Anura Jayawickrema, Secretary, Ministry of Health, Nutrition

and Indigenous Medicine, Dr. Palitha Gunaratna Mahipala, Director General Health Services, Ministry of Health, Nutrition and Indigenous Medicine, Prof. Asita De Silva, Chairman, NMRA, and Dr. Kamal Jayasinghe, CEO, NMRA. The group also met with officials from the U.S. Embassy in Colombo over a briefing session on 29th August at the AmCham Sri Lanka office.

The 12-member delegation comprised of participants from members of AmCham's Medical Devices Committee which included Boston Scientific, Abbott, GE, Medtronic, CR Bard and St. Jude Medical. From the AmCham secretariat, Mr. Gaurav Mendiratta accompanied the delegation.



Mr. Cassim Faizal, Deputy Minister, Ministry of Health, Nutrition and Indigenous Medicine, with the members of the AmCham delegation



Mr. Cassim Faizal, Deputy Minister, Ministry of Health, Nutrition and Indigenous Medicine, in conversation with the members of the AmCham delegation

### Meeting with Principal Deputy Assistant Secretary for Political - Military Affairs, Ms. Tina Kaidanow

The Principal Deputy Assistant Secretary for Political - Military Affairs, Tina Kaidanow, met with key AmCham defense industry leaders on 31st August in New Delhi. Members discussed the revised Indian Defense Procurement Policy (DPP), issues on offsets and

FDI policy, licensing issues and the challenges working in India. The PDAS was also informed of the recommendations that AmCham recently made to the ministry on defense aspects, including the DPP.

### Aviation Committee Meeting with U.S. Special Representative for Environment and Water Resources, Ambassador Jennifer A. Haverkamp

AmCham's Aviation Committee members met with Ambassador Haverkamp, Special Representative for Environment and Water Resources, U.S. Department of State, on 1st September in New Delhi, to discuss a global market-based measure (MBM) to address CO2 emissions from international aviation recently adopted by the International Civil Aviation Organization Assembly (ICAO). Ambassador Haverkamp mentioned there was strong support from IATA for this MBM. The phases of the 15-year

program, scheduled to start in 2021, were explained. The first 6 years of the program are voluntary but eventually all ICAO members would be required to participate. Ambassador Haverkamp addressed questions and comments from members and explored ways that the GOI can promote greater sustainability in civil aviation. Companies that participated in the interaction included APCO, Boeing, GE, Harris and Honeywell.



Ambassador Jennifer A. Haverkamp with AmCham Aviation Committee members



## Debriefing Session with U.S. Ambassador and Joint Secretary, MEA

On 6th September 2016, AmCham organized a debriefing session post the U.S. – India Strategic and Commercial Dialogue with U.S. Ambassador Richard Verma and Joint Secretary, MEA, Mr. Munu Mahawar, at ACSA, U.S. Embassy, New Delhi.

Mr. Pratyush Kumar, Chairman, AmCham, in his welcome address, said that the last few months witnessed a number of positive developments on the U.S. – India economic front strengthening U.S. – India strategic and commercial relations.

Ambassador Richard Verma said that in the last few weeks there have been intense engagements between India and the U.S. and there is strong momentum in the relationship. Mr. Modi after becoming the Prime Minister had eight meetings with President Obama. The two-way trade has increased to \$109 billion. During the U.S. – India Strategic and Commercial Dialogue, issues such as reforms, taxes, economic environment, energy

and many more were discussed. U.S. was keen to sign a bilateral investment treaty with India.

Mr. Munu Mahawar, in his remarks, said that every month a new subject was being included for discussion between the two governments. Clean energy was added last month. There was ongoing discussion in the defense sector. Both the countries were now discussing co-production. For cyber security, a framework has been prepared. He agreed that there remained a few issues where progress was required. As far as bilateral trade was concerned, it was much below the potential. Once ease of doing business happens, trade would also improve.

This was followed by an interaction from the floor by members. Members raised issues regarding education, health, digital India, solar power, clean energy, defense, cyber security, high technology transfer in the defense sector, procurement process, offsets, etc.



Debriefing by U.S. Ambassador Richard Verma and Mr. Munu Mahawar, Joint Secretary, MEA post the U.S. – India Strategic and Commercial Dialogue

## Agriculture and Food Processing Committee Meeting

The first meeting of AmCham's Agriculture and Food Processing Committee was held at the office of E.I. DuPont, in Gurgaon, on 8th September. The committee decided that since the main areas of focus in the agriculture and food processing sector include pre-harvest production/agriculture, post-harvest area, food processing, reaching out to consumers, and food

infrastructure, the committee should align its agenda along these lines. The committee decided that they had to also focus on brand improvement, policy advocacy issues and state-level engagements. The committee meeting took place under the chairmanship of Mr. Ram Mudholkar, President, E.I. DuPont India Pvt. Ltd. and Co-Chairman, Siraj Chaudhary, Chairman, Cargill India Pvt. Ltd.

## Breakfast Roundtable with the U.S. Ambassador to Nepal, Alaina Teplitz

AmCham met with Ambassador Alaina Teplitz, U.S. Ambassador to Nepal, on 8th September in New Delhi. Ambassador Teplitz was accompanied by Andrea Goodman, Chief of Political and Economic Affairs, U.S. Embassy, Kathmandu. The Ambassador gave an overview of the political and economic challenges in Nepal and highlighted areas of opportunity, which included a rich environment for research and a growing aviation sector. With the main goal of increasing Nepal's economic success, the Ambassador emphasized the need to get businesses in and create jobs. She also touched on the relationship Nepal has with surrounding countries.

The session was chaired by Sanjeev Gupta, Chairman – Economic Affairs Committee, AmCham and Country General Manager – Public Sector, Microsoft Corporation India. Remarks were also made by Mr. Pratyush Kumar, Chairman, AmCham and President of Boeing India, and Ms. Madhvi Kataria, Deputy Executive Director, AmCham.

Participants were able to ask specific questions and mentioned challenges pertaining to their operations in Nepal. Companies that participated in the session included Bell Helicopter, Boeing, Caterpillar, Coca Cola, Eli Lilly, Honeywell, Microsoft, Monsanto, Sikorsky, Symantec, Synergics Hydro and UTC.



L to R: Mr. Pratyush Kumar, Chairman, AmCham and President of Boeing India, Mr. Sanjeev Gupta, Chairman - Economic Affairs Committee, AmCham and Country General Manager – Public Sector, Microsoft Corporation India, Ms. Madhvi Kataria, Deputy Executive Director, AmCham, Mr. Samit Ray, Director - Government Affairs & Public Policy, United Technologies Corporation



L to R: Ambassador Alaina Teplitz and Mr. Robert Kemp, Deputy Minister Counselor, Economic, Environment, Science and Technology Affairs, U.S. Embassy and John Armiger, Political Officer, U.S. Embassy



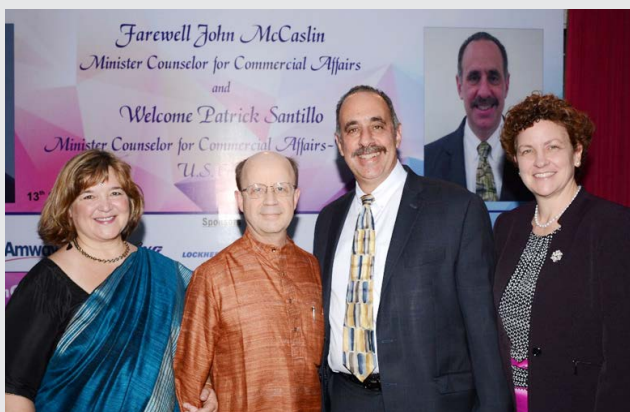
## Farewell Reception for Mr. John McCaslin, Minister Counselor for Commercial Affairs, U.S. Embassy and Welcome to Patrick Santillo

AmCham hosted a farewell reception for Mr. John McCaslin, Minister Counselor for Commercial Affairs, U.S. Embassy and welcomed his successor Mr. Patrick Santillo on 13th September, 2016 in New Delhi. John had completed his 3-year post in New Delhi. Not only has John been a great friend to India, he has brought expertise, knowledge and support to AmCham and our member companies, always encouraging bilateral trade and investment between the U.S. and India.

Ms. Madhvi Kataria, Deputy Executive Director, AmCham

welcomed attendees. Mr. Pratyush Kumar, Chairman, AmCham and President, Boeing India, in his opening remarks, expressed gratitude for John's support over the years and looked forward to working with Patrick. Ambassador Richard Verma spoke about the contribution the McCaslins have made to the community and strength of the Commercial Affairs team. John and Patrick also spoke.

This event was made possible by the following sponsors: Amway, Boeing, Lockheed Martin and Monsanto.



L to R: Mrs. and Mr. John McCaslin, Minister Counselor for Commercial Affairs with Mr. and Mrs. Patrick Santillo, the new Minister Counselor for Commercial Affairs, U.S. Embassy



Ambassador Richard Verma addressing the reception



Mr. Pratyush Kumar, Chairman AmCham, and President of Boeing



L to R: Ambassador Richard Verma with Mr. John McCaslin, Minister Counselor for Commercial Affairs



L to R: Mr. John McCaslin, Minister Counselor for Commercial Affairs, Ambassador Richard Verma, and Mr. Patrick Santillo, the new Minister Counselor for Commercial Affairs, U.S. Embassy, at a farewell and welcome reception



Mr. Patrick Santillo, the new Minister Counselor for Commercial Affairs, U.S. Embassy, excited to begin his tenure in India



L to R: Mr. George Sibley (U.S. Embassy), Mr. Nik Khanna (Raytheon), Mr. John McCaslin (U.S. Embassy), Mr. Pratyush Kumar (Boeing) and Mr. Ranji Dua (Dua Associates)





Members and U.S. Embassy officials at the AmCham farewell and welcome reception for the Minister Counselor for Commercial Affairs

## Meeting with Mr. K.T. Rama Rao, Minister, Telangana Government



National Executive Board members with Minister K.T. Rama Rao at the T-Hub in Hyderabad



L to R: Dr. Kiranmai Pendyala, Chairperson, AmCham - Hyderabad Chapter and CVP HR Greater Asia, AMD R&D Center India, Mr. Pratyush Kumar, Chairman, AmCham and President, Boeing India with Mr. K.T. Rama Rao

On the eve of AmCham's National Executive Board meeting, members of the board and members of the Hyderabad Executive Committee met with Mr. K.T. Rama Rao, Minister for IT, Municipal Administration & Urban Development, Industries & Commerce, Public Enterprises, Sugar, Mines & Geology, NRI Affairs, Government of Telangana and his team for an interactive session on 15th September 2016 at T-Hub, Hyderabad.

Mr. K.T. Rama Rao explained the reforms introduced by the Government of Telangana to attract foreign direct investment and for 'ease of doing business.' He also spoke about his visit to the U.S. and the interest American companies have for investing in Telangana.

## National Executive Board Meeting

The third meeting of the National Executive Board of AmCham for the year 2016-17, under the chairmanship of Mr. Pratyush Kumar, President, Boeing India, was held on 16th September 2016 in Hyderabad.

Mr. John McCaslin, Minister Counselor for Commercial Affairs and Mr. George Sibley, Minister Counselor for Economic, Environment, Science and Technology Affairs, U.S. Embassy, briefed members post the U.S. – India Strategic and Commercial Dialogue held on 30th August 2016 in New Delhi.

Mr. Rampraveen Swaminathan, Chairman, AmCham's Manufacturing Committee, and Chairman & Managing

Director, International Paper APPM Ltd., made a presentation highlighting the committee's vision and objectives, broad focus areas/themes, and work plan for 2016-17, etc.

Mr. Sanjiv Navangul, Chairman, AmCham's Pharmaceuticals Committee, and Managing Director – Janssen India, Johnson & Johnson Pvt. Ltd., also made a presentation highlighting the market landscape characterized by challenges around government investments, regulatory, pricing and intellectual property; government's multi-pronged approach to propel pharma sector growth; committee's focus areas and key activities; issues faced and possible solutions, etc.

## Interactive Session with USTDA and FCS on Outcomes from the U.S. – India Strategic & Commercial Dialogue and Smart City Updates

AmCham's Infrastructure and Smart Cities Committee held an interactive session with USTDA Country Representative, Ms. Mehnaz Ansari, on 22nd September in New Delhi. The interaction brought up significant outcomes from the recently held U.S. – India Strategic and Commercial Dialogue. Areas such as innovation, entrepreneurship, ease of doing business, commerce and economy and energy initiatives, such as the U.S. – India Clean Energy Finance Initiative, clean energy hub, the expansion of the utility support program of USAID and the U.S. India Catalytic Solar Energy Finance Program. The efforts under the Clean Energy Finance Task Force are being expanded to include new clean energy finance initiatives for joint collaborations. Ms. Ansari gave

updates from USTDA's recent outreaches to the cities of Vizag, Ajmer and Allahabad and apprised committee members on the second phase of smart city expansion programs launched in Vizag, as well as the progress of the smart city master plan in Ajmer and Allahabad. She also informed the committee on the upcoming Smart City Stakeholders' workshop to be held in Vizag, the Reverse Trade Mission proposed for Ajmer and the Commerce Department's Conference on Smart Cities. Members were invited to share their views on possible candidates for the Reverse Trade Mission and inputs were sought for engaging with stakeholders in Vizag, Allahabad and Ajmer, during the upcoming outreach.



## HR Committee Meeting

The third meeting of AmCham's HR Committee was held on 22nd September 2016 in Bangalore at the IBM office, under the leadership of Mr. DP Singh, Chairman – HR Committee and VP – HR (India/South Asia), IBM India and Mr. Sameer Mathur, Co-Chair and SVP – HR, Citibank. Ms. Mamta Uppal, Membership & Events Manager, AmCham, welcomed committee members.

Mr. DP Singh, in his opening observations, apprised the participants about the sudden demise of Paridhi Goel Thakur, a young employee of AmCham, who was in charge of the HR Committee. A two-minute silence was also observed as a mark of respect to Paridhi. A condolence resolution was passed by the Chair, Co-Chair and committee members and "The Paridhi Excellence Award" was announced.



Members of AmCham's HR Committee at the committee meeting at the IBM office in Bangalore

Going forward, for the remaining 2016 and first quarter of 2017, the HR Committee would be focusing on the following 3 charters:

- HR Digitization and Future of Work, Chair, Mr. Sarthak RayChaudhuri, Whirlpool of India Limited
- Labor Reforms, Chair, Mr. Pramath Nath, KPMG
- Employee Frauds, Chair, Ms. Kavita Mathur, GT

The following two presentations were made:

- Pavithra Sampath, HRTD Manager, IBM – made a presentation on fraud analytics
- Neha Chakraborty, Recruitment Leader, IBM – made a presentation on IBM's background checks for recruitments

In his concluding remarks, Mr. DP Singh thanked the committee members for their participation.

## ICT Committee Interaction with Ms. Angela Simpson, Deputy Assistant Secretary, National Telecommunications and Information Administration (NTIA), U.S. Department of Commerce

Members of AmCham's ICT Committee met with Ms. Angela Simpson, Deputy Assistant Secretary, National Telecommunications and Information Administration, U.S.

Department of Commerce, on 26th September, 2016, in New Delhi, to brief her on the main issues/developments in the telecom and IT sectors.

The meeting was chaired by Mr. Amit Sharma, Chairman, AmCham's ICT Committee and Executive Vice President and President Asia, ATC India. An update on the telecom issues was provided by Mr. Naveen Tandon, Co-Chairman, AmCham's ICT Committee and Director – IEA,

AT&T Communication Services India Private Limited, and an update on IT issues was provided by Mr. Vivek Vasishtha, Co-Chairman, AmCham's ICT Committee and Country Leader – Government and Regulatory Affairs, IBM India Pvt. Ltd.



Members of AmCham's ICT Committee with Ms. Angela Simpson, Deputy Assistant Secretary, National Telecommunications and Information Administration, U.S. Department of Commerce

Ms. Angela Simpson was in India to participate in the U.S. – India ICT Dialogue. She informed members about some of the main issues that she was focusing on which

included internet policy, IT, broadband, cross border data flow, encryption and security, internet of things, cyber security, etc.

## Manufacturing Committee Meeting

The second meeting of AmCham's Manufacturing Committee for the year 2016-17 under the chairmanship of Mr. Rampraveen Swaminathan, President & Managing Director, International Paper India Pvt. Ltd. and co-chairmanship of Mr. Sanjay Koul, Chairman & Managing Director, Timken India Limited, was held on 3rd October at the Timken office in Bangalore. Dr. Pradip Datta, Chairman – Karnataka Chapter, AmCham and Corporate Vice President & Managing Director, Synopsys (India) Pvt. Ltd. also joined the meeting and stressed the importance of manufacturing in India.

Members went on a tour of Timken's Technology Center and planted a tree to commemorate the day. The meeting focused on the results of the manufacturing questionnaire, challenges in specific states, the need to have single window approvals and the best way to get inputs across to the GOI. The committee also brainstormed on how to get more companies actively involved and the best way to showcase American companies in a manufacturing event to celebrate AmCham's silver jubilee year slated to take place in early 2017.





AmCham's Manufacturing Committee planted a tree and toured the Timken Technology Center in Bangalore (L-R planting the tree) Dr. Pradip Datta, Chairman – Karnataka Chapter, AmCham and Corporate Vice President & Managing Director, Synopsys (India), Mr. Rampraveen Swaminathan, Chairman - Manufacturing Committee, AmCham and President & Managing Director, International Paper India, and Mr. Sanjay Koul, Co-Chair - Manufacturing Committee, AmCham and Chairman & Managing Director, Timken India



AmCham's Manufacturing Committee members with Timken colleagues

## Northern Region Council Executive Committee Meeting

A meeting of the Executive Committee of AmCham's Northern Region Council, under the chairmanship of Mr. Rustom Desai, Managing Director, Corning India and Optical Communications, Corning India, was held on 5th

October 2016 in Gurgaon. Members reviewed the progress about the preparation of a capability deck of NRC members and discussed activities to be conducted. A presentation on "GST – Going Forward" was made by Mr. Atul Gupta, Senior Director – Indirect Tax, Deloitte Haskins & Sells LLP.

## Smart City Group Interaction with Bhopal Smart City Limited, (BSCL)

AmCham's Infrastructure and Smart Cities Committee made an outreach visit to Bhopal on 7th October 2016 and met Mr. Chandramauli Shukla, CEO, Bhopal Smart City Limited and their Strategic Adviser, Mr. Animesh Parihar, to discuss and evaluate the progress of the Bhopal smart city master plan. During the open interaction, many suggestions were exchanged on the upcoming projects under various smart city heads such as the ICT initiatives, retro and redevelopment projects (for which government acquired

land was available), water and waste management, private sector partnerships, procurement, current and upcoming RFPs and the concept master plan models. A presentation on the Bhopal concept master plan was delivered by the CEO, BSCL. The group looked forward to taking up these points and engaging with the appropriate officials leading these efforts in Bhopal working towards the outcomes that were discussed. Companies such as Honeywell, PwC, 3M, United Technologies and HPE participated.



Mr. Chandramauli Shukla, CEO, Bhopal Smart City Limited, discussing the progress of the Bhopal smart city master plan with AmCham's Infrastructure and Smart Cities Committee

## MUMBAI

### Breakfast Session on 'Demystifying GST'

On 31st August 2016, AmCham's Supply Chain and Logistics Committee, in association with knowledge partner EY India, organized a breakfast session on 'Demystifying GST', in Mumbai.

The session began with opening remarks by Mr. Milind Tailor, Co-Chair, AmCham Supply Chain and Logistics Committee and Head - Supply Chain Management, Diebold Systems Private Limited. This was followed by Mr. Hitesh Sharma, Partner, National Head of Life Science Industry, EY India, sharing an overview on demystifying GST.

The insightful and interactive session that followed shed light on the Model GST Law and GSTN – the IT backbone for GST. The presentations and discussions were led by 3 of EY India's tax experts – Mr. Utkarsh Sanghvi, Partner Indirect Tax Services, Mr. Suresh Nair, Partner Indirect Tax Services and Mr. Prakash Jayaram, Partner, EY India. The event was well attended by tax and finance leaders of AmCham member companies in the region.

The session concluded with Mr. Milind Tailor sharing the closing remarks.





Mr. Suresh Nair, Partner, Indirect Tax Services, E&Y giving a presentation



Mr. Prakash Jayaram, Partner, E&Y giving a presentation



Mr. Utkarsh Sanghvi, Partner, Indirect Tax Services, E&Y giving a presentation

## AmCham supports the 8th edition of the CLO Chief Learning Officers Summit

AmCham supported the 8th edition of the CLO Chief Learning Officers Summit, held from 1st – 2nd September, offered a unique platform for aspiring young leaders and entrepreneurs to not only sharpen their skills but it was also an opportunity to learn from some of the luminaries in the industry today. There were engaging discussions through a series of sessions focusing on leadership development, learning engagement and technology, talent management and growth among various other topics. These sessions created an opportunity for promoting individual and organizational learning and development.

The summit opened with an inaugural session by Mr. Anant Geethe, Hon'ble Union Cabinet Minister, Government of India, which was immediately followed by a CEO panel session on 'Leaders on Learning and Leadership.' The esteemed panel was represented by 3 of AmCham's

members - Ms. Shilpa Divekar Nirula, CEO, Monsanto India Region, Mr. Pradeep Lankapalli, MD South Asia, Thomson Reuters and Mr. Siraj A. Chaudhry, Chairman, Cargill India. The 2 days saw 21 sessions focusing on adaptive learning, transitioning leadership and succession planning, learning from an agile work force, and the right learning mix with speakers from Forbes Asia, BBC, NIIT, Reliance Industries, Aditya Birla Finance, PepsiCo, and Google, among others.

AmCham supported the event with member representatives from Monsanto, Thomson Reuters, Cargill India, Morgan Stanley and Johnson and Johnson, who shared their expertise as panel speakers at the summit. The 1st day of the summit concluded with the TISS LeapVault CLO Awards Ceremony. Day 2 of the event closed with the Universum awards and employers branding session.

## Technology & Innovation in Supply Chain – Plant Visit to the Coca Cola Plant in Wada

Under the overarching theme of technology and innovation, AmCham India's Supply Chain and Logistics (SCL) Committee organised its pilot project of a plant visit to the Hindustan Coca-Cola Beverages Pvt. Ltd. facility in Wada, Maharashtra on 7th September 2016.

Supply chain professionals from several AmCham member companies arrived at the Wada plant. The day commenced with opening remarks and a welcome address by Ms. Surabhi Wahal, Regional Director – Western Region, AmCham India and Mr. Srinivasan Sarangapani, Chairperson, AmCham Supply Chain and Logistics Committee and Director Operations, Timken Engineering and Research India Pvt. Ltd. Mr. Umesh Madhyan, National Head Infrastructure and Logistics, Hindustan Coca-Cola Beverages Pvt. Ltd., set the stage for the day's event with his introductory remarks.

Before embarking on a tour of the plant, Mr. Gajanan Patil, National Head – Factory Manager, Hindustan Coca-Cola Beverages Pvt. Ltd., shared a presentation that highlighted the many facets of the plant — the factory structure, business profile, the companies focus on TPM (total progress of mankind for business excellence), its journey towards growth, supply chain strategic road map and the plant's focus on internal engagement and external stakeholder engagement.

With protective gear on, the group went forth on its tour of the state-of-the-art facility. The entire process, from bottling to packaging, storage and dispatch, was an embodiment of technology and innovation. An interactive Q&A session followed. The insightful event concluded with a vote of thanks by Mr. Milind Tailor, Co-Chair, AmCham Supply Chain and Logistics Committee and Head – Supply Chain Management, Diebold Systems Private Limited.



AmCham's Supply Chain and Logistics Committee Plant Visit to the Hindustan Coca Cola Beverages in Wada, Maharashtra



## Western Region Committee Meeting

AmCham's Western Region Committee meeting was held on Wednesday, 28th September 2016 at the EY India office in Mumbai. The meeting, which was well attended, commenced with a welcome by Mr. Mahesh Krishnamurti, Co-Chair WRC, AmCham and Ms. Surabhi Wahal, Regional Director - Western Region, AmCham.

As part of the agenda committee members discussed

and reported on (i) brief update on AmCham's National Executive Board Meeting held in September '16 (ii) review of recently concluded events in the Western Region (iii) ideation on topical/industry focused events for the year (iv) leveraging on the regions membership network to have a larger outreach and footprint in the WR. The WRC meeting closed with Mr. Mahesh Krishnamurti thanking all members for their active participation.

## CSR in India: Working Toward Fulfilling the Sustainable Development Goals in India – Moving the Agenda from the Global to National and Local Level

AmCham, in partnership with the Consulate General of the United States, Mumbai, organized 'CSR in India: Working Toward Fulfilling the Sustainable Development Goals in India – Moving the Agenda from the Global to National and Local Level' in Mumbai on Thursday, 29th September 2016. The event was sponsored by Bank of America and Johnson and Johnson Medical India. The convergence of key stakeholders in the CSR domain - corporates, NGOs and the government, culminated in a deeper understanding of significant perspectives to the subject.

The event began with opening remarks by Ms. Surabhi Wahal, Regional Director – Western Region, AmCham, followed by a welcome address by Mr. Mahesh Krishnamurti, Co-Chair AmCham Western Region Committee and Managing Director, Resources Global Professionals (I) Pvt. Ltd. and Mr. Kavish Arora, India Head – Corporate Banking & Financial Institutions, Bank of America. The keynote speaker at the event, Mr. Praveen Pardeshi, Principal Secretary to the Hon'ble Chief Minister of Maharashtra, shared insights into the priorities and projects of the Government of Maharashtra through his presentation on village social transformation mission-empowering rural Maharashtra. Consul General Mr. Thomas Vajda followed suit with an address to all present. Mr. Harish Krishnan, Chairman, AmCham CSR Committee and Executive Director, Public Affairs & Strategic Engagement, India & SAARC Cisco Systems (India) Pvt. Ltd., shared a vote of thanks concluding the

plenary session.

The first industry panel included Mr. Amit Raheja, Director – Johnsons & Johnson Diabetes Care Companies, Johnson & Johnson Medical India; Mr. Ashutosh Singh, Vice President Public Affairs, Hindustan Coca-Cola Beverages Pvt. Ltd; Mr. Vikas Shah, Chief Operating Officer, WaterHealth India and Ms. Yoylnd Lobo, Director – Government Relations, Honeywell India. The speakers shared the CSR initiatives, priority areas and best practices followed by their organizations. The session was moderated by Mr. Kavish Arora.

An esteemed panel of leaders who have been engaged in path breaking work for our society represented the NGO panel. It comprised of Dr. Anand Bang, Health Advisor, Tata Trust; Ms. Safeena Hussain, Founder & Executive Director, Educate Girls; Ms. Shubha Srinivasan, Director – Social Impact, Deloitte; Ms. Harpreet Bagga, Manager – Capacity Building, Dasra; Mr. Nehal Sanghavi, Sr. Advisor for Innovation and Partnership, USAID and Ms. Zarina Screwvala, Founder & Managing Trustee, Swades Foundation. The session was moderated by Mr. Amit Raheja (Johnson & Johnson).

The Q&A session brought out interesting insights and experiences of CSR best practices and sustainable development by both industry and NGO representatives. The event concluded with a vote of thanks followed by lunch.



Keynote speaker at the CSR Event – Mr. Praven Pardeshi, Principal Secretary to the Hon'ble Chief Minister of Maharashtra makes a presentation. The panel L to R: U.S. Consul General, Mr. Tom Vajda; Mr. Kavish Arora, India Head – Corporate Banking & Financial Institutions, Bank of America; Mr. Mahesh Krishnamurti, Co-Chair – AmCham Western Region Committee & Managing Director, Resources Global Professionals (I) Pvt. Ltd. and Mr. Harish Krishnan, Chairman – AmCham CSR Committee & Executive Director, Public Affairs & Strategic Engagement, India & SAARC Cisco Systems (India) Pvt. Ltd.



L to R: Mr. Mahesh Krishnamurti, Co-Chair - AmCham Western Region Committee & Managing Director, Resources Global Professionals, Mr. Amit Raheja, Director – Johnsons & Johnson Diabetes Care Companies, Johnson & Johnson Medical India, Ms. Shubha Srinivasan, Director - Social Impact, Deloitte, Dr. Anand Bang, Health Advisor, Tata Trust, Ms. Harpreet Bagga, Manager - Capacity Building, Dasra, Ms. Safeena Hussain, Founder & Executive Director, Educate Girls, Mr. Nehal Sanghavi, Sr. Advisor for Innovation and Partnership, USAID, Ms. Zarina Screwvala, Founder & Managing Trustee, Swades Foundation and Ms. Surabhi Wahal, AmCham



L to R: Ms. Surabhi Wahal, AmCham, Mr. Kavish Arora, India Head – Corporate Banking & Financial Institutions, Bank of America, Mr. Amit Raheja, Director – Johnsons & Johnson Diabetes Care Companies, Johnson & Johnson Medical India, Ms. YoyInd Lobo, Director – Government Relations, Honeywell India, Mr. Ashutosh Singh, Vice President Public Affairs, Hindustan Coca-Cola Beverages, Mr. Vikas Shah, Chief Operating Officer, WaterHealth India and Mr. Mahesh Krishnamurti, Co-Chair, AmCham Western Region Committee & Managing Director, Resources Global Professionals



## KOLKATA

### Eastern Region Executive Committee Meeting

Mr. K.P. Sengupta, Chairman – Eastern Region, AmCham, at the EC meeting held on 5th September 2016 updated members on the meeting he had with the CM of Jharkhand at the Jharkhand investors meeting held in Kolkata.

Forthcoming events were discussed. He emphasized the importance of the membership drive and asked members to assist in this important effort.

### Breakfast Interactive Session on the Concept of Green Cities and their Economic Impact in West Bengal

On 9th September 2016, AmCham Eastern Region organized a breakfast interactive session on the “Concept of Green Cities and their Economic Impact in West Bengal.” The chief guest was Mr. Debashis Sen, IAS, Principal Secretary Urban Development, GoWB and Chairman WBHIDCO Ltd.

Mr. K.P. Sengupta, Chairman – Eastern Region, AmCham, while welcoming the audience, took the opportunity to brief them on the debriefing session post the U.S. – India Strategic and Commercial Dialogue with U.S. Ambassador Richard Verma and Joint Secretary, MEA, Mr. Munu Mahawar, held on 6th September in New Delhi, which he attended. He said that there were a number of positive developments on the U.S. – India economic front strengthening U.S. – India strategic and commercial relations. While introducing Mr. Sen, Mr. Sengupta requested the principal secretary to explain the difference between a green city and a smart city and its social and economic impact in the state.

The chief guest, Mr. Sen, gave a detailed talk on why the West Bengal Government decided to develop its own ‘Green City Project.’ The concept of a green city is a new one globally. Like the smart city, the focus is on the creation of sufficient eco-space, a sustainable water reservoir system and modern transport with low emission. He spoke about rooftop farming, vertical gardens, solar power, pocket forest – he said that lakhs of trees were being planted, rainwater harvesting and a host of other innovated pillars related to the greening of New Town, the first green city project that the GoWB is undertaking.

Ms. Amada Kidwai, Regional Director – Eastern Region, AmCham, gave the introduction. Executive committee members, Mr. Amit Malik moderated the lively interactive session while the concluding remarks and vote of thanks was given by Mr. Joydeep Datta Gupta.



Mr. Debashis Sen, IAS, Principal Secretary Urban Development, GoWB and Chairman, WBHIDCO Ltd. addressing eastern region members

## Meeting with Dr. Krishan Gupta IAS, Principal Secretary Commerce & Industry Department and Public Enterprise & Industrial Reconstruction Department, Government of West Bengal

Mr. K.P. Sengupta, Chairman – Eastern Region, AmCham and Amada Kidwai, Regional Director – ER, AmCham met Dr. Krishna Gupta, IAS, Principal Secretary Commerce & Industry Department and Public Enterprise & Industrial Reconstruction Department, Government of West Bengal, on 22nd September. The purpose of the meeting was to introduce the Chairman of the Eastern Region and to

invite the Principal Secretary to interact with members of AmCham ER on ease of doing business in West Bengal. Dr. Gupta also highlighted the upcoming Bengal Global Business Summit which will be held on 20-21 January 2016. He requested AmCham to bring a U.S. delegation to the session.

## Interactive Session with Minister Counselor for Commercial Affairs, U.S. Embassy, Mr. Patrick Santillo

On 4th October, Mr. Patrick Santillo, Minister Counselor for Commercial Affairs at the U.S Embassy in Delhi had an interactive session with members of AmCham's Eastern Region. Mr. Craig Hall, the U.S. Consul General in Kolkata, and Mr. Jonathan Ward, the Commercial Service Officer accompanied him. The purpose of the session was for Mr. Santillo to understand the commercial aspects of eastern India and the role AmCham, as a business body, plays in attracting American business to the region. Mr. Santillo said that he was happy to be in Kolkata so early in his arrival to India. He mentioned that India was very different from other countries where he served. He also mentioned that his office is very grateful that AmCham had given a seat to the consulate on its executive committee and that

this is not taken for granted. He said that this was a year of partnership between the Government of India and the USA on tourism and that both governments were working closely on the development of tourism. Mr. Craig Hall said that America has a great vision of the U.S. – India economic relationship and that priority was being given to eastern India.

Mr. K.P. Sengupta, Chairman – AmCham Eastern Region, gave the welcome address. Mr. Amit Malik, AmCham Eastern Region Executive Committee member, moderated the session and gave the concluding remarks and Ms. Amada Kidwai, Regional Director – Eastern Region, AmCham, did the introductions.



Mr. Patrick Santillo, Minister Counselor for Commercial Affairs, U.S. Embassy, addressing members in Kolkata with (L-R) Mr. K.P. Sengupta, Chairman, Data Core India and Chairman, Eastern Region and Mr. Craig Hall, U.S. Consul General, Kolkata



Mr. Patrick Santillo, Minister Counselor for Commercial Affairs, U.S. Embassy and Mr. Craig Hall, U.S. Consul General, Kolkata



**Ashwin Vishwanathan**

Partner, Transfer Pricing & International Tax  
Ernst & Young LLP

## Transfer Pricing Road Ahead

The tax landscape has been a dynamic one for some time now. The pace of change has only accelerated with heightened focus brought on by the Organization for Economic Cooperation & Development (OECD)'s project on Base Erosion & Profit Shifting (BEPS project). The BEPS project seeks to introduce greater transparency, address substance and generate coherence in the way international tax principles are applied across countries and transactions.

In its survey of senior tax executives from public and private companies across 22 countries, 74% of whom were from companies headquartered in the U.S., Ernst & Young found that tax directors are anticipating and preparing for shifts in their company's tax profile with a growing sense of urgency due to the OECD's BEPS project. 66% reported that the enforcement posture and tactics of foreign tax authorities are more aggressive. Inter-company pricing or transfer pricing remains one of the primary concerns of all surveyed with 64% identifying it as the most prevalent BEPS issue. About a third of all respondents listed India as their most contentious region for transfer pricing audits.

Transfer pricing for companies in India (typically multinational enterprises [MNE] with Indian affiliates) has been a rocky road filled with complexity, inconsistency, uncertainty and controversy. There are serious efforts being made by the Government of India to repair this road through a series of taxpayer friendly measures. However, the global headwinds of BEPS imply a new paradigm requiring serious thought and action for an altered future.

### *What is changing?*

While the bedrock of transfer pricing has always been that functions and risks drive compensation, it has increasingly

become more important that income allocation follows economic value creation and actual conduct of parties rather than contractual obligations.

The economic notion that higher risks warrant higher returns continues to be true only if it can be demonstrated that the parties bearing such risks exercise control and have the financial capability to assume them. Group companies performing important functions, controlling economically significant risks and contributing assets, as determined through the accurate delineation of the actual transaction, will be entitled to an appropriate return reflecting the value of their contributions, thereby emphasizing on 'economic ownership' as opposed to mere 'legal ownership' of intangibles.

Funding group company actions without corresponding risk control functions would entitle the funding entity to earn only a return commensurate with its contribution.

The sub-text of all these changes is the primacy of substance over form and the criticality of strong business purpose underlying inter-company arrangements.

This is accompanied by the development of new rules for transfer pricing documentation that standardize the information to be provided to tax administrations to reduce asymmetry. A three-tiered approach involving a master file, local file and Country-by-Country Report (CbCR) is expected to reveal information on the global supply chain, distribution of employees and revenues across a multi-national group, location of intangibles in various jurisdictions, the amount of taxes paid in each country. These documents will help tax administrations to assess transfer pricing risks and target audit enquires efficiently.

*Who is impacted?*

The consequences spread across the corporate taxpayer spectrum. A MNE's technology development center in India may need to think about its contribution to the global value chain and determine if its compensation is consistent with this contribution. A related party distributor of branded products may be creating economic ownership of this brand through its local advertising efforts in India and require to be compensated for this effort. A business process outsourced service provider may be generating valuable process IP in India for global use inviting questions around its inter-company pricing. A MNE's Indian affiliate may be legally treated as a contract manufacturer but actually be bearing significant risks and assuming financial losses inconsistent with this characterization. Indian group companies may be paying fee for technology or services received from their global or regional headquarters but may struggle to evidence this in an audit. This list can go on. Hence, what needs to be done is logically the next question.

*Actions needed of taxpayers*

It is important to invest time understanding these changes and identifying gaps. With the need to present greater amounts of information globally, companies need to have consistent transfer pricing policies and articulate a uniform story across all jurisdictions. Entity structures that

lack commercial substance would need to be reviewed. Closer collaboration between the business teams and tax teams within an organization assumes greater significance. In India (as also globally), having strong documentation right from the outset of a transaction / arrangement is paramount. Being prepared with an audit defence file proactively saves companies valuable time, effort and monetary resources. It is reasonable to anticipate tax authority challenges and find oneself being drawn into domestic litigation. In case of controversy, it is essential to consider all alternative options, put in place a strategy and develop clear objectives to exit the battle. Using negotiations in unilateral or bilateral fora like Advance Pricing Agreements (APAs) or Mutual Agreement Procedure (MAP) can be beneficial. Involving professional advisors early in the lifecycle of documentation, audit, litigation and controversy management helps. Periodic monitoring of inter-company pricing and its actual operationalisation would enable picking up early warning signs and taking corrective measures.

An early start and better preparedness is going to distinguish taxpayers on this journey ahead which promises to be a tough albeit exciting one.

*\*Ashwin Vishwanathan is a Partner with Ernst & Young LLP. Views expressed are personal.*



## HYDERABAD

### 4th AmCham Healthcare Steering Committee Meetings

The committee members met on 14th July at the office of Eli Global India and on 8th August at the office of Medium Consulting to discuss and chart out the final course of action for the conference.

The members were informed that the website would be up and running for registrations. The day-long event with the theme “Harmonization of Indian Healthcare Within the

Global Ecosystem” will be broken down into 3 sessions namely:

- Global Harmonization
- Innovation and Technology
- Skills and Development

### 4th AmCham Healthcare Conference

The 4th annual AmCham Healthcare Conference was held on 16th September in Hyderabad. The overall objective of the conference, as outlined by one of the key speakers, was to be a catalyst for change in the Indian healthcare ecosystem. In the same context, the theme of conference was ‘Harmonization of Indian Healthcare Within the Global Ecosystem.’ There were three panels, global harmonization, healthcare innovation and technology and skill development. To set the stage, the keynote speakers addressed the gaps and opportunities in Indian healthcare; each one of them highlighting the problems of access, affordability and quality and proposed solutions around the same; including existing solutions. It also highlighted some of the key learnings, not only from the West but from some of the lesser developed nations.

The panel on global harmonization focused on the role of standardization in solving the problems of access including last mile healthcare delivery. Standards for harmonization should be all inclusive and continually focus on innovation. We need to address some of the bottlenecks preventing medical technology reaching the end customer for whom it is intended. The panel also focused on the role of medical devices and the impact of regulation. Safety, clinical efficacy and affordability are equally important while deciding on any regulations. Healthcare standards should be made at a global level, flowing down to nations for reforms and adoption.

The panel on innovation and technology focused on current innovations in the healthcare landscape and

their role in addressing some of the key challenges. It was also brought to light that some of these innovations should address problems at a larger scale, focus on smaller towns and sustainability. At the same time, the government could play a significant role in helping some of these business models reach the larger market. Technology should be both an enabler and a solution provider in healthcare innovation landscape. Innovation should focus on the acuity of need; in the Indian context problems such as anemia, malnutrition and some others are far more pronounced than others which current models in the market might be solving. As was rightly pointed out during the discussion, a better approach would be to identify problems and create innovative solutions rather than the other way round. Government could also play a key role in the same.

The last panel on skills development focused on the limitations of our current education system which may not be rightly positioned for skill development. Given the pervasive nature of the industry and woefully inadequate manpower resources, a radical suggestion emerged where every organization should mandatorily have healthcare related subject. It was also suggested that skilling can be a good enabler to solve the problem of healthcare access; case in point being high infant mortality. Training courses for midwives which is being initiated by some of the institutions could help solve this problem. It was highlighted that in terms of skill development, we could learn a lot from some of the African countries which

have taken unique initiatives to solve similar problems; for instance, 'ultrasound training program for midwives' in Nigeria or NICU training for high school girls in South Africa. The panel discussed about some of the major changes in mind-set required at all levels in our country. Our dependence on starting something new should not rely on support provided by the government. It is

important to change our attitude towards skilling. Skill development should be equally rewarding to the person who undergoes training. Finally, in the light of global harmonization, the panel also discussed about creating a mutually rewarding ecosystem for Indian and international providers and universities in skill development.



Mr. Pratyush Kumar, Chairman, AmCham and President, Boeing



Dr. Kiranmai Pendyala, Chairperson, AmCham - Hyderabad Chapter and CVP HR Greater Asia, AMD R&D Center, welcoming Mr. Ratan Jalan, Medium Consulting (Knowledge Partner) for the 4th AmCham Healthcare Conference





Mr. Pratyush Kumar, Chairman, AmCham and President, Boeing, speaking in the inaugural session of the Hyderabad Healthcare Conference 2016



Mr. Ratan Jalan, Medium Consulting giving a landscape overview of the healthcare sector



Session on Global Harmonization – L to R: (Moderator) Mr. Joseph Nicholas, CEO/President, American Oncology, Dr. Balaji Utla, CEO Kriya Health, Mr. Satya Gottumukkala, President Eli Global, Dr. Padmanabh, Founder – Nice Foundation, Mr. Arif Fahim, Therapy Development, Reimbursement and Healthcare Economics, St. Jude Medical in South Asia, South East Asia, Hong Kong and Taiwan



Session on Skills & Development – L to R: (Moderator) Mr. Nick Mitchell, MD – Phenomenex, Dr. Sanjiv Navangul, MD - Janssen India, Dr. Evita Fernandez, Founder/Director, Fernandez, Marut Setia, Head Education & Skill Development - G E Healthcare



## BANGALORE

### Interactive Session with Dr. Parthasarathi Shome on GST Roll Out

With the passage of the GST constitutional bill in Parliament in August, India is at the cusp of finally implementing one of the biggest tax reforms in the post-Independence era. Various Indian states have ratified the GST constitutional amendment bill and therefore the Government of India is confident of getting 15 states to ratify the bill within the next few weeks. While companies are busy analyzing the provisions of the draft law in detail and its impact on their businesses, it is also essential to ensure that timely representations are made to the government, as well as to identify key implementation requirements as part of the preparations for transition from the existing indirect tax regime to GST regime.

In view of the above and to understand the preparedness required for industry for the transition, AmCham Karnataka Chapter, in association with PwC, organized an interactive session with Dr. Parthasarathi Shome on GST rollout – industry preparedness on 6th September

2016, in Orchid, The Oberoi, MG Road Bangalore.

Opening remarks were made by Mr. Pradip Dutta, Chairman, AmCham Karnataka Chapter. He introduced the well-known Dr. Parthasarathi Shome, Chairman, International Tax Research & Analysis Foundation (ITRAF).

Dr. Parthasarathi Shome spoke about tax revenue and administration indicators, GST countdown, ideal structure of GST, concerns with India's GST framework, GST concerns, GST council, why administrators like GST and its revenue productivity, and key changes proposed by the 2016 amendments to the constitution. The discussion continued with remarks by Kunal Wadhwa, Partner, PwC on the various impacts of GST on industry. The evening ended by presenting a small token of appreciation to Dr. Parthasarathi Shome.



Dr. Parthasarathi Shome, Chairman, International Tax Research & Analysis Foundation (ITRAF) speaking about the changes in GST



Dr. Parthasarathi Shome, Chairman, International Tax Research & Analysis Foundation (ITRAF) with Mr. Pradip Dutta, Chairman, AmCham Karnataka Chapter and other members of AmCham

## The Changing Landscape of Global Immigration by Fragomen Worldwide and AmCham

On 21st September, AmCham, along with Fragomen Worldwide, organized a conference on “The Changing Landscape of Global Immigration.” Saju James, Partner Fragomen India, welcomed the guests and briefly spoke on collaboration, talent management and global mobility. Austin T. Fragomen also spoke. The key note address was by Lance Kaplan, Partner, Fragomen Worldwide and focused on worldwide corporate immigration trends, significant shift in policies, and the importance of short term travel.

The panel discussion on U.S. immigration – enforcement trends and upcoming legislation featured speakers Cynthia J. Lange – Partner, Fragomen Worldwide, Carmita Alonso – Partner, Fragomen Worldwide, R. Blake

Chisam – Partner, Fragomen Worldwide and Ravi K. Raghunathan – Global Immigration Leader, IBM. The session was moderated by Scott J. Fitzgerald, Partner, Fragomen Worldwide.

The panel discussed the impact of the upcoming U.S. elections, pressures on U.S. immigration and outsourcing, perception of jobs and insecurity, political pressures and the proposed H1B cap performance system legislation, 50/50 employer obligations like recruitment and non-displacement attestations, third party placement, three-tier wage system for H1-B's and L1 and the expanded employer liability. The event was attended by many member organizations.



## CHENNAI

### Breakfast Meeting: Smart Infrastructure – The Transport Network: Chennai Metro Rail

A breakfast meeting was held on 19th August with Mr. Pankaj Kumar Bansal, IAS, Managing Director, Chennai Metro Rail, as the guest speaker.

Mr. Bansal began his presentation by giving a geographical description and demographics of Chennai. He said that Chennai is the fourth-largest city in India generating about 11 million trips in a day, of which about 6 million is vehicular trips. The ever growing vehicular and passenger demands coupled with constraints on capacity augmentation of the existing network have resulted in a chaotic condition during peak hours of the day. He said that the population of the city in 1639 was 40,000 and today the estimated population is 7.5 million.

Mr. Bansal said the rail infrastructure in the metropolitan area comprises 3 sections of broad gauge suburban routes originating out of Chennai towards the north (48km), west (69 km) and south 30 km), all of which are saturated heavy density routes. Chennai is the only Indian city to boast of a mass rapid transport system (MRTS overhead rail network on pillars) in the north south direction from Chennai Beach to Velachery with a route length of 20 km.

Mr. Bansal then spoke in detail about the transportation studies carried out in Chennai which discussed the travel pattern, network characteristics and the degree of traffic saturation on the existing roads in the study area. The studies recommended transportation improvements have been reviewed during the preparation of second master plan. As part of the study short, medium and long-term measures for improvement of road and transport infrastructure were identified and prioritized for investment purposes.

A feasibility study was done in 2003 to prioritize the corridors for Chennai Metro Rail Network and the following corridors were recommended:

- Corridor-1: From Airport – Guindy - Sardar Patel Road - Kotturpuram High Road - Cenotaph Road - Anna Salai – Gemini – Spencers - Tarapore Towers - along Cooum River upto Ripon Building - Central Station - Broadway – Old Jail Road - Tiruvottiyur High Road ending in Tiruvottiyur
- Corridor-2: From Alandur – Koyambedu - Anna Nagar Arch - Aminjikarai – Kilpauk Medical College – Egmore and terminating at Central Station
- Corridor-3: From Ambathur Industrial Area - Mogapair - Ring Road - Arcort Road - Panagal Park - Theagaraya Road - Eldams Road - Luz Church Road - RK Mutt Road - Adayar Bridge - Lattice Bridge Road terminating at Tiruvanmiyur
- Corridor-4: From Porur – Kodambakkam via Arcort Road - Panagal Park - Theagaraya Road - Eldams Road - Luz Church Road - Kutchery Road – ending at Kamarajar Salai
- Corridor-5: Along the outer Ring Road
- Corridor-6: From Radhakrishnan Salai -Nugambakkam High Road - Mc. Nichols Road - KMC
- Corridor-7: Along NH 5

Out of these the first two corridors have been approved by the state government for implementation under phase I:

- Corridor-1: Airport to Washermanpet (now extended upto WIMCO Nagar)
- Corridor-2: Fort - Anna Nagar- Ring Road - St. Thomas Mount

Mr. Bansal said that the government of Tamil Nadu created an SPV to implement the metro rail project and it is a JV between the central and state governments. He said that the vision of Chennai Metro Rail is 'moving people, sustaining growth' and its mission is: "We shall provide a safe, fast, reliable, accessible, convenient, comfortable, efficient and affordable public transport service preferred by all in a sustainable manner."

On the possibility of Chennai Metro issuing smart cards that can be used as a multi-purpose card including for use in ticketing in metro trains, suburban trains, city buses, automatic parking at multiple locations and for small retail transactions, Mr. Bansal said they are experimenting with

different systems currently and until the end use devices are not ready on all city buses, the metro rail will not introduce this system.

Mr. Bansal said that Chennai Metro Rail will take over the MRTS services in two years and thereafter change

the tracks, rolling stock and re-design platforms and signaling systems to be in sync with the rest of the metro rail operations. Mr. A. Viswanathan, Vice Chairman – Tamil Nadu Chapter, AmCham, thanked Mr. PK Bansal for his very detailed and interesting presentation and the meeting concluded.



Mr. A. Viswanathan welcomes members to the August breakfast meeting



Mr. Pankaj Kumar Bansal IAS, Managing Director Chennai Metro Rail making a presentation



Mr. Joseph Bernath, Political Economic Officer at the U.S. Consulate introducing himself to members



A cross section of participants during the meeting on "Smart Transport Infrastructure"

## Breakfast Meeting: Smart Infrastructure – Promise and Pitfalls of State-Led Economic Reform

A breakfast meeting featuring guest speaker Dr. Sarah Watson, Associate Fellow, Wadhvani Chair in U.S. India Policy Studies, Center for Strategic and International Studies, Washington D.C., was held on 7th September in Chennai.

While India's economy continues to power forward at its now characteristically strong clip over the past two and a half decades, India has been among the world's fastest growing economies and within the next several years would overtake the stronger economies. The second



wave of economic reforms coupled with the race to be on top of the 'ease of doing business' list, the states are competing with each other to be a destination of choice for investors.

What can be observed is that government managed capitalism does not foster innovation and enforcement of timelines for execution of projects is sadly lacking. Though government directed investment plays an important role in the development of physical infrastructure and adoption of new technologies we can observe that government officials never value assets and allocate resources as efficiently as market forces can. Dr. Sarah Watson began by mentioning that under the Constitution of India, the 29 states of the union control the economic policy in areas crucial for business and some areas like foreign trade, national infrastructure, banking and currency, while labour laws, education, environment, electricity and factories are in the concurrent list.

It has been observed that states are likely to move backwards and forwards as they remain focused on re-election as national governments. This results in narrow parochial interests and lowers the capacity of bureaucrats to function efficiently and what matters most is the close connections to powerful interests resulting in less transparency.

The central government, with its progressive and pan India policies, is able to attract highly educated and motivated

persons to return to India and work for the government. This is not so with the states. The advantages of state led growth and reform is that states are smaller and nimbler and changing a state's course requires fewer decision points and buy-in from fewer constituencies. As most states are sufficiently similar to one another (except in land area), the competition between states is real.

State led reforms succeed when discrete actions by individual states change the way business is done within their state, a few states have shown success stories in areas such as labor laws, land acquisition etc. The other situation which reforms success is when the states sign on centrally coordinated campaigns that require a real buy-in from state governments to have any real effect, viz., GST and UDAY. States are the agents of change in India and if the political will is there, it results in economic growth and prosperity to its people.

In the run up to elections, most states announce freebies and this is not a good policy decision as 'making things free will not encourage investment.' It can be inferred that 'states are laboratories of democracy.' So it is imperative to bring states 'on board' to meet the challenges in bringing about national level and state level reforms to propel the engine of growth in India. This can be brought about by putting the spotlight on the challenges; providing information on the reforms; creating awareness and for the states to unite to act as voices for strong policy at the center.

## Breakfast Meeting – Smart Business Infrastructure – Mergers, Acquisitions, Valuations & Other Business Services



Mr. Piyush Patnaik and Mr. N. Santosh addressing members during the September 15, 2016 breakfast meeting

A breakfast meeting was held on 15th September 15 in Chennai featuring guest speakers Mr. Piyush Patnaik, Vice President, Duff and Phelps and Mr. N. Santosh, Director, Duff and Phelps. The meeting was chaired by Mr. Aubrey Daniels, Regional Director – Tamil Nadu Chapter, AmCham.

Duff and Phelps provides services to companies when an objective and independent assessment of value is required. The range of services include finance and accounting expertise, combined with the use and development of sophisticated valuation methodologies to fulfill even the most complex financial reporting and tax requirements. Constant monitoring of the changing regulations provides consistent inputs to the Financial Accounting Standards

Board and the International Accounting Standards Board as they develop implementation guidance and new financial reporting rules with valuation implications. The valuation opinions are fully defensible and documented to withstand scrutiny from the SEC or other regulatory bodies.

Mr. Piyush Patnaik added that, "Business valuation is impacted by a multitude of factors such as the subject company's industry, its stage of development and the source of the invested capital. Additionally, the variety of purposes for which business valuations are performed, the influence of local jurisdictional rules and available valuation methods further increase the complexity of business valuation." He added, "Many have described business valuation as both an art and a science." The scientific and analytical aspect employs a variety of approaches or methods applied not only to the subject of the valuation itself, but also to the development of certain inputs into the measurement (e.g. cost of capital, discounts and premiums). The most commonly used valuation methods include the cost, market or income (DCF) approaches. While the cost approach may be applied on occasion, the income and market approaches are by far the most commonly utilized in business valuation. The income approach measures value based upon the present value of future cash flows of the business enterprise, while the market approach relies

upon the application of market multiples of comparable companies or comparable transactions to the subject company. The art of a valuation lies in the ability to apply these tools in an effective manner, utilizing professional judgment.

Mr. N. Santosh of the advisory team said that his team advises public corporations, financial sponsors, family-owned businesses and other private companies in middle-market buy side and sell side M&A transactions. He said that they provide services unencumbered by audit independence concerns and offer seamless analytical service throughout the deal continuum, from decision support at origination to deal closing and beyond. Combining market data with fundamental financial competencies, they support critical decision making with essential advice and information.

The services provided include merger and acquisition financial, tax, information technology and human resource due diligence to private equity, hedge fund and strategic investors. Mr. Santosh said that they advise on all aspects of the investment cycle employing an approach that focuses on value drivers and deal-breakers that are critical to investment decisions some of which include: financial due diligence; quality of earnings (QoE); tax due diligence; information technology due diligence; independent business plans review (IBR) and segment reporting assistance.

## Breakfast Meeting – Smart Business Infrastructure - Make in India: Predix, the Engine of Modern Manufacturing

This breakfast meeting was held on 29th September, in Chennai, featuring guest speaker Mr. Vivek Mehrotra, Director, Regional Engagement - Predix & Apps (APAC), GE India and chaired by Mr. Ashwin Ravindranath, Partner EY India and Member of the Executive Committee.

Mr. Vivek Mehrotra, a member of the GE team that developed Predix, made a very passionate and powerful presentation on how Predix would change the way industry operates. Predix, is a powerful new software platform developed by GE specifically to connect people, data and machines over the industrial internet. As the world's first industrial operation system, Predix powers the modern digital industrial businesses that drive the global economy. Predix-based applications are connecting industrial assets, collecting, and analyzing data and delivering real-time insights for optimizing industrial infrastructure and operations, including GE and non-GE assets.

Predix is purpose-built platform-as-a-service (PaaS) for developing, deploying, operating and monetizing industrial internet applications.

Predix is General Electric's software platform for the collection of data from industrial machines. General Electric plans to support the growing industrial internet of things with cloud servers and an app store. GE is a member of the Industrial Internet Consortium which works to aid the development and use of industrial internet technologies.

Predix as a cloud-based PaaS (platform as a service) is claimed to enable industrial-scale analytics for asset performance management (APM) and operations optimization by providing a standard way to connect machines, data, and people. GE expects Predix software to do for factories and plants what Apple's iOS did for cell phones. The software was introduced to the market and made available to all companies in 2015. Built on





Mr. Vivek Mehrotra, Director, Regional Engagement - Predix & Apps (APAC), GE India making a presentation on Predix at the breakfast meeting chaired by Mr. Ashwin Ravindranath, Partner EY India and member of the Executive Committee



Mr. Charles C Blake, Consul at the U.S. Consulate in Chennai giving members an update on consular matters

Cloud Foundry open source technology, Predix provides a microservices based delivery model with a distributed architecture (cloud, and on-machine).

Predix could also be deployed in the cloud to make it more widely accessible and available. There's even a version that can run on machines like jet engines, gas turbines, and locomotives. But it's all there to do the same thing – to run apps that allow us to do big data analytics, monitor machines remotely and have them 'talk' to each other. Like the cemented train platform, it provides a stable and scalable way to quickly develop and deploy new applications. Using Predix would increase efficiencies in

the way we do business as it shares a common base, is scalable and has features that can be tweaked to suit a wide array of operations and run big data analytics. This translates into faster value for customers.

What makes GE so unique is the installed machine base within GE which has given the Predix developers, the deep domain expertise of the engineers that built them, tightly coupled with a global network of data scientists. To do this right, the GE team used the physics-based analytical skills of the engineers who understand why something is happening. Secondly, the data scientists who, like miners of minerals, go deep down into the lode of data looking for valuable things to surface. They look for patterns and connections that we may have not even thought about. It's this marriage of the physical and digital that creates the most powerful result.

There are apps called Predictivity solutions. They run on Predix just like apps run on a smartphone in a secure, scalable and consistent way. Predictivity apps can also keep an eye on locomotives, collect data about heat and vibration, and predict when you need to perform maintenance or replace parts. There many solutions like this across all GE industries. In fact, this year GE is on track to drive over \$1 billion of value from them. GE would like Predix to become the Android or iOS of the machine world. Mr. Vivek Mehrotra said that "Predix will become the language of the industrial internet."

## AmCham Welcomes New Members

### Corporate Members



**Mr. G V Prasad**  
Chief Executive Officer  
India & Global Head of Operations Sterling Talent Solutions



**Ms. Jyoti Bhasin**  
Regional Director  
NSF Safety and Certification India Pvt. Ltd.

### New Additional Members



**Mr. Naishadha Upadhyay**  
Associate Director – SC Operations – Kolkata  
Pepsico India Holdings Pvt. Ltd.



**Mr. Suryakant Pandey**  
Managing Director  
Kimberly Clark Lever Pvt. Ltd.



**Mr. B.B. Singh**  
Business Development Manager (South Asia)  
NSF Safety and Certification India Pvt. Ltd.



# From FLOURISHING FIELDS to NOURISHING MEALS



## Celebrating 40 years of commitment to Indian Agriculture.

Progressive farmers, innovative technology, abundant fibre, wholesome nutrition and strong partnerships. Over the last 40 years, our commitment to these outcomes has only become stronger. Our increasing presence in hybrid bt-cotton seeds, corn seeds, fruit and vegetable seeds, crop protection,

and agronomy improvement solutions has helped us connect with over 10 million farmers regularly. While being a global player in the field of agriculture, we have been committed to ensure that the nation and its farmers progress continually. A commitment that remains unshaken, even today.

MONSANTO



Monsanto and Vine Design® is a registered trademark of Monsanto Technology LLC © 2014 Monsanto Company.

Follow us on: [f](#) Monsanto India [t](#) @monsanto\_in [in](#) Monsanto Company [You Tube](#) Monsanto India



## AmCham Team

### National Secretariat

**Ms. Madhvi Kataria**  
Deputy Executive Director  
Email : madhvi.kataria@amchamindia.com

**Ms. Valerie Swope**  
Program Coordinator  
Email : valerie@amchamindia.com

**Ms. Mamta Uppal**  
Membership & Events Manager  
Email : mamta.uppal@amchamindia.com

**Ms. Shivani Raina**  
Program Director - ECP  
Email : shivani@amchamindia.com

**Ms. Udaya Arun**  
Program Manager - Aerospace & Defense  
Email : udaya@amchamindia.com

**Mr. Gaurav Mendiratta**  
Sector Manager - Medical Devices  
Email : gaurav@amchamindia.com

**Mr. L.N. Agarwal**  
Senior Manager & OSD  
Email : laxmi@amchamindia.com

**Mr. Yeshi Dorjee**  
Manager - Administration & Publications  
Email : yeshi.dorjee@amchamindia.com

**Ms. Tanya Paul**  
Communication Director  
Email : tanya@amchamindia.com

### Regional Secretariat

**Ms. Sudeshna Ghosh**  
Regional Director - Karnataka Chapter  
Email : amchambangalore@amchamindia.com

**Mr. Aubrey Daniels**  
Regional Director - Tamil Nadu Region  
Email : aubrey@amchamindia.com

**Ms. Ruth Sandya Rodrigues**  
Regional Director - Hyderabad Chapter  
E-mail : sandya@amchamindia.com

**Ms. Amada Kidwai**  
Regional Director - Eastern Region  
E-mail : amada@amchamindia.com

**Ms. Surabhi Wahal**  
Regional Director - Western Region  
E-mail : mumbai@amchamindia.com



## AMERICAN CHAMBER OF COMMERCE IN INDIA

Established in 1992, the American Chamber of Commerce in India (AmCham India) is an association of American business organizations operating in the country.

AmCham India has around 500 members, spread across the nation. The Chamber enjoys a close relationship with the U.S. Embassy, which supports its objectives and helps in fulfilling them. The incumbent U.S. Ambassador to India is the Honorary President of AmCham.

### Mission

AmCham's principal objectives are to:

- Promote activities that encourage and stimulate investment by U.S. companies in the country.

- Support the business operations of its members.
- Encourage bilateral trade between India and the U.S.

These primary objectives are fulfilled by:

- Providing a forum for U.S. – based business organizations to discuss and identify common issues, economic and commercial interests in India and/or the U.S.
- Instituting Sectoral Committees which implement the primary objectives in their respective sectors.
- Reviewing policies and procedures in various sectors that affect the members as well as growth of foreign direct investment.

### Affiliations

AmCham is affiliated to the following Chambers:

- Chamber of Commerce of U.S.A in Washington, D.C.
- Asia Pacific Council of American Chambers of Commerce (APCAC)
- AMCHAM's in other countries.

### Regional Chapters

AmCham's National Secretariat is based in New Delhi with six Regional Chapters in Bangalore, Chennai, Delhi, Hyderabad, Kolkata and Mumbai.

Published by: American Chamber of Commerce in India,

Printed at Multiplexus (India), C-440, Narela Industrial Park, DSIIDC, Narela, Delhi - 110040

Editor : Tanya Paul, tanya@amchamindia.com