

Chairman's Message



Raj Jain

Chairman, Amcham
Managing Director & CEO, Bharti Walmart
President, Walmart India

The past few years, undeniably have been challenging for the business community and for people of India. But it is times like these that offer opportunities to bring out the best in people and it has been gratifying to see how our businesses and organizations have worked so hard to address these challenges. Our focus, for the past two months, has been on building a comprehensive dialogue to make our programs, advocacy and initiatives more supportive and relevant for our members businesses.

We participated as a partner organization at The 3rd Annual USA India Business Summit (UIBS) at Georgia Tech, with the theme of "Growing Business and Promoting Entrepreneurship"; the summit aimed at bringing in more investment, partnership and business opportunities between United States and India on a common platform and to accelerate growth in key business areas.

Amcham's annual "Door Knock" Delegation held a series of meetings and networking programmes with Federal Government Representatives in Washington D.C. Participating in these sessions were dignitaries from U.S. Trade & Development Agency Representatives from U.S. Dept. of Energy, U.S. Patent & Trademark Office, U.S. Trade Representatives, U.S. Department of Defense, U.S. Department of Commerce, Department of Health and Human Services and International Monetary Fund. The delegation also called upon Senator Mark Warner (Chair), India Caucus, Senator Cedric Richmond, Senator Michael Bennet and Senator Jeanne Shaheen. Members shared their concerns on the changing investment climate in India and urged officials to take up U.S. industry's concerns on recent policy changes in India.

On the occasion of the 2nd Global Investors Meet (GIM) at Bangalore, Amcham organized a panel discussion on "U.S. High Technology for India's Growth," with CEOs of top U.S. companies and participation of U. S. Embassy.

Human Resource is an important area where companies can gain a competitive advantage for the organization. Amcham has an exclusive HR committee based in Mumbai with its own calendar of events. Recently, members participated at the Society for Human Resource Management's (SHRM's) 2012 Annual Conference & Exposition held in Atlanta, Georgia. At Hyderabad, a panel discussion

continued...

H I G H L I G H T S

- **Seeding Rural Prosperity through Innovation and Technology**
- **Transforming Indian Agriculture by Empowering Farmers**
- **Special Feature : Broadband Telecommunication Stimulates Economic Growth**
- **Amcham Welcomes new members**

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was organised on 'Diversity & Inclusion' at the C A India Technology office.

Amcham members met with Mr. Nitin Gadkari, National President, Bharatiya Janata Party (BJP). Members presented their views and sought his opinion on a number of areas like aviation, defense, financial services, information and communications technology, infrastructure, energy, homeland security, manufacturing etc.

We also held discussions with Mr. Ajay Shankar, Member Secretary, National Manufacturing Competitiveness Council (NMCC) on the draft National Manufacturing Policy that was recently announced by NMCC.

A breakfast roundtable was held in honor of Dr. Madeleine K. Albright, former U.S. Secretary of State, and present Chairperson of The Albright Stonebridge Group and Albright Capital Management LLC, at New Delhi, where she shared her views on how the U.S. Administration viewed India, expectations of U.S. Government from U.S. companies, U.S. role in the world, and Indo-U.S. relations.

An Amcham delegation called on Kerala Chief Minister Oommen Chandy and Industries Minister P.K. Kunhalikutty. The delegation had detailed discussions in connection with the Emerging Kerala Summit scheduled in September this year.

Amcham will participate in the Emerging Kerala Summit by organizing a panel discussion on investment opportunities in the state in partnership with the U.S. Embassy.

This issue of Amcham Update focuses on the Agriculture Value Chain. India has a high, but unrealized, agricultural potential with all the elements critical to a healthy agricultural system. But if Indian agriculture has to meet the new challenges by 2020, we need to dramatically change the way we approach this sector. There is a need for several innovative steps that need to be taken to renovate the market structure so that smallholders shift from farming as a livelihood to farming as a business. Encouragement for technology and crop diversification is needed to meet nutritional demands, while providing affordable and safe food choices to consumers. More innovation is needed so that farmers can minimize agriculture's ecological footprint even as they increase their yield and remunerations. Infrastructure has to be created for improved market access and supply chain management. Time to act on these is now. India can build on its own experience and that of other countries to transform agriculture and, through it, the economy of the country.

NATIONAL EXECUTIVE BOARD

National Executive Board – 2012-13

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Seeding Rural Prosperity through Innovation and Technology



Dr. Gyanendra Shukla

Director - Mahyco Monsanto Biotech

Innovation and technology are the key to rural prosperity. The Green Revolution, the success story of the last century, was made possible by the innovative ideas of Dr Norman Borlaug who then helped deliver the technology to our farmers in a seed. The then Government of India imported 18,000 tonnes of improved seed from the International Maize and Wheat Improvement Center (CIMMYT) in

Mexico. The rest is history.

Down the centuries, even since the simple wheel was invented, it is the introduction of new technologies that has expanded the mind, created new aspirations, pushed human beings to aim for new heights. Over the last two decades, we have seen in our own country how the opening up of the Indian economy bought in a flood of new technologies

and changed lives of millions of our people. The mobile phone revolution is just one example.

In agriculture, farmers have always looked for new technologies to overcome centuries-old challenges. New technologies offer them choices – choices for different agronomic conditions, soils, climatic variations and even people's tastes. Farmers around the world are the greatest innovators, using technology to help change the way they grow crops. As a company which is predominantly in the seeds and traits business, we at Monsanto are dedicated to improving the lives of these innovators and enabling them to stay ahead. For us, innovation and technology go hand-in-hand.

That's why we are focused on delivering the best quality seeds for farmers. The seed purchase is perhaps the most important decision a farmer makes. Unlocking the yield potential of each seed means protecting it from weed pressure, insects and environmental stresses and helping it make the most of water, sun and nutrients.

Some of the first traits we introduced were designed to help protect plants from weeds and insects. We are building on that with a pipeline of products that

protect or grow yield, and the projects in our pipeline are designed to help unlock additional yield from each seed. The next step change in yields will come through the convergence of breeding, biotechnology and agronomic practices.

Simply put, the innovations we have put in place are an intrinsic part of agriculture and farming. And, as a business focused on improving lives, it is a part of what we strive to do every day at Monsanto.

The best example of that we have is Bt cotton with its in-built protection against the bollworm pest. It has proved how new technology in agriculture can benefit farmers, increase marketable surpluses for farmers, reduce farm costs, increase farm profit, and improve lives. The partnership that we forged with Indian Seed Companies to deliver this innovation & value to our farmers has helped create this 'white gold' Cotton revolution in the country. Since the introduction of Bt technology in 2002, cotton production has more than doubled from 136 lakh bales in 2002-03 to 312 lakh bales in 2010-11, making India the second largest producer, consumer and exporter of cotton.

All this when India was a net importer of cotton just 10 years ago! The benefit of Bt

cotton technology's in-built plant protection in high-yielding hybrid cotton seeds along with improving farming inputs and favourable market conditions has helped create Rs. 42,300 crores of additional value (2002-2010) for 60 lakh cotton farmers by significantly reducing insecticide usage, and boosting their yield and income. The increased yield had a positive cascading impact on the ginning, cotton seed crushing and textile industry, exporters and the Indian seed industry. Today, 90% of acreage under cotton cultivation in India uses Bt cotton – a powerful testimony of the value that farmers experience with the technologies.

Improved technology and availability of inputs such as capital, hybrid seeds, farm to mechanization and knowledge of best agronomic practices are all key to ensure profitability of farming, leading to increase in farmers' incomes and improvement of their lives and those of their families and, ultimately rural prosperity where 70% of our people live. All this will also make India a global powerhouse in agriculture.

(The author Dr. Gyanendra Shukla is the Director of Mahyco Monsanto Biotech (MMB) and can be reached at gyanendra.shukla@monsanto.com)

Transforming Indian Agriculture By Empowering Farmers



Jaideep Bhatia

Vice President Agri, PepsiCo India

PepsiCo entered India in 1989 and has grown to become one of the largest food and beverage businesses in India. With an investment of over \$1 billion, PepsiCo India has built an expansive beverage and snack food business supported by 38 beverage bottling plants and 3 food plants. PepsiCo India's extensive portfolio includes iconic brands like Pepsi, Lay's, Kurkure, Tropicana 100%, Gatorade, Quaker, and fast growing brands i.e. Nimbooz and Aliva.

PepsiCo-Farmers' Friend and development partner

PepsiCo has been working with the

farmers since inception of business in India and has developed a model of partnership with the farmers, which works on equitable distribution of value created by the partnership between the farmers and company. Currently, about 24,000 farmers spread over 12 states are associated with PepsiCo India., the number is expected to increase to 30,000 farmers in 2013. Over the years, the retention rate of farmers associated with PepsiCo has consistently remained at 90%.

Over the last 20 years, PepsiCo India has acquired deep insights into Indian farming

and combined these with its global technological expertise to transform the lives of farmers, 60% of them being small and marginal farmers. While farmers have gained by increased incomes, improved livelihoods and social standing through supply of high quality inputs, access to technology and assured buy back, PepsiCo India has gained by assured supply of agricultural input of the required quality. PepsiCo has demonstrated that big companies do not exploit farmers instead farmers can gain by partnering with companies, as even small farmers are quick to learn and that traditional chain of intermediaries can be broken.



PepsiCo's focus is on Potato cultivation, a critical raw material for our Foods business. In the past, PepsiCo has promoted agricultural crops like Tomatoes, Chillies, Peanuts and garlic.

One of the biggest sustainability challenge in India is water scarcity,

PepsiCo recognizes that agriculture offers an opportunity for water conservation, since agriculture consumes almost 85-90% of water consumed in India. It encourages farmers associated with its potato program to adopt drip irrigation. PepsiCo has also pioneered direct seeding of paddy that eliminates flood irrigation to reduce over 30% water used in paddy cultivation.

Collaborative Farming - Potato

PepsiCo India was the first corporate to introduce collaborative farming of process-grade potatoes in India in 2004-05 with farmers, spread across Gujarat, UP, Maharashtra, Karnataka, Bihar, West Bengal and Punjab.

PepsiCo succeeded in impacting farmers incomes by de-risking potato cultivation through collaborative farming. Before PepsiCo entered potato farming, potato farmers were susceptible to poverty and uncertain incomes due to many factors;

- Unreliable seed source
- Limited access to new technology
- Poor knowledge on disease management
- High cost of finance
- Weather risk
- Market risk- no assured price
- Less realization due to middlemen's margin
- High post-harvest losses.

PepsiCo's 360 degree intervention with the farmers has reduced these risks and has consistently delivered higher incomes to the farmers.

PepsiCo 360 Degree Contract Farming Model

At Frito-Lay, we have been attempting to provide a win-win market linked self-sustaining contract farming model



Disease free seeds- PepsiCo makes available disease free, high yield seeds to its associated farmers generated out of a world-class potato tuber multiplication facility set up at Zahura, Punjab. This facility has three state-of-the-art greenhouses, a highly controlled tissue culture laboratory with extremely stringent hygiene controls for mass multiplication of plants, storage for germplasm, and a cold storage for mini tubers.

- Technology- Field level interventions. PepsiCo India invests in technology. It has developed simple implements that increase productivity. It has developed planters locally which ensure uniform geometry during planting. Uniform geometry improves yield, size and quality of potatoes.

Powered tillers again developed locally improve ridges and soil cover. A harvester developed locally reduces damages during harvesting by 15% and improves

Year	PepsiCo Contracted Rate (Rs)	Market Rate (Rs)	Yield/Acre in Kg	PepsiCo Farmer Net Profit (Rs)	Traditional Farmer Net Profit (Rs)
2008	5.40	4.10	7500	15500	13750
2009	5.80	3.00	9500	26100	9500
2010	6.10	4.10	10000	29000	20000
2011	6.45	4.00	10500	32725	19000

efficiency by harvesting 1 acres in 2.5 hours. Mobile connectivity has also been leveraged to provide information to farmers.

- Disease Management. The disease management program includes timely supply of high quality chemicals to farmers and training the farmers on use. PepsiCo partners international chemical companies like Bayer Crop Science, BASF & DuPont in disease management programs.
- Collaborate with Financial Institutions to benefit/de-risk farmers. PepsiCo has a national level tie up with country's leading bank, State Bank of India. Partnership with PepsiCo assures easy credit and quicker payments to the farmers. Similarly PepsiCo's tie up with an insurer, ICICI Lombard assures crop/weather insurance cover to participating farmers.
- Improved transportation and advance cold storage technology. Transportation and storage are the two biggest controllable post-harvest losses. It is estimated that the country loses about 20% potatoes annually at post-harvest stage. Out of the 20%, 12.5% loss is on account of transportation and storage.

PepsiCo has brought down transportation losses by using straws as padding material in transportation which reduces bruising and damage to potatoes and by reducing stack height to 7 levels high, which checks over loading which damages potatoes. This has reduced transport loss from 3.5% to 0.75%. In partnership with an international technology supplier, PepsiCo has introduced a world class potato storage facility. The modern cold

store does away with storage in bags, which help potatoes breathe. This also increases storage time from 5 months to 9 months without any deterioration in quality. Storage loss as a result has come down from 9% to 3%.

The Result

PepsiCo's collaborative farming partnership with farmers has consistently delivered higher incomes to the farmers.

Over three years, a PepsiCo farmer gained by,

- 45% increase in productivity
- 100% increase in farm incomes

As compared to a traditional farmer, PepsiCo farmer's return was 75% more and additional profit/acre Rs 13,000

Drip Irrigation: PepsiCo India encourages its farmers to adopt drip irrigation in potato cultivation. PepsiCo has demonstrated that drip irrigation increases productivity by 22% that is 9.2 MT of potatoes per acre as against 7.5 MT. It also improves the quality of potatoes. Increased income due to drip irrigation helps farmers recover the investment in three years. About 2000 farmers covering over 2750 acres have adopted drip irrigation in water deficient states like Maharashtra, Gujarat and Haryana conserving over 34 million litres of water.

In addition to drip irrigation, PepsiCo drives irrigation efficiency in agriculture through Direct Seeding of Rice (DSR). PepsiCo saved 12.1 billion litres water through its agriculture interventions in 2011.

Direct Seeding: PepsiCo India is leading a pioneering initiative to replace transplanting of paddy (labour intensive) with direct seeding technology and has demonstrated that DSR reduces water consumption in paddy cultivation by 30% (approximately 900 KL water). It reduces cost of cultivation by Rs 1500/MT and also cuts down greenhouse gas emissions by 75%. The results have been vetted by leading research institutes like the Indian Agriculture Research Institute (IARI) and the International Rice Research Institute (IRRI).

In PepsiCo, farmers have a true friend and development partner

SPECIAL FEATURE

Broadband Telecommunication Stimulates Economic Growth – Optical Fibre is a Key Enabler

• **Shashin Patel**
Market Development Manager
Corning Optical Fiber

• **Dr. Merrion Edwards**
Sales and Marketing Manager
Corning Optical Fiber

It is well recognized that countries with higher broadband penetration typically have higher GDPs. Several studies worldwide have shown that an increase in broadband penetration can significantly increase the GDP: for India it has been predicted that a 10% increase in internet and broadband penetration would add \$17 billion or a 1.08% increase to the GDP. Not surprisingly, there is significant government support worldwide for broadband, including in India with the National Optical Fiber Network (NOFN). In order to reap the complete benefits that broadband can bring, most governments are targeting high speed broadband, with subscriber download speeds in excess of 10Mb/s.

In addition to GDP growth, high speed broadband can also bring socio-economic benefits. Agile e-education becomes possible, which can enable high quality education for all, especially those in remote locations. It also enables e-working which helps to break down economic barriers both nationally and internationally and drives down the overall cost of doing business. High speed broadband supports e-health, facilitating rapid transfer of health information to benefit the patient. Its most widely recognised social benefit is e-entertainment.

Technology Choices

When it comes to broadband technology, there are a variety of high speed broadband options to choose from including the fixed/wire-line options of VDSL (Very high speed Digital Subscriber Line) and FTTH/B (Fibre To The Home/Building) and the wireless broadband option of 4G/LTE. VDSL uses optical fibre feeder cable to connect from the local exchange to a cabinet deep in the access network, from there the data is carried to/from the subscriber over traditional copper cables (telephone lines). To enable its high data rates, 4G/LTE

requires optical fibre feed to the local antenna and from there transmits data to the subscriber via wireless. FTTH/B provides a direct optical fibre connection from the local exchange to the subscriber's home or building.

It is interesting to note that all these high speed broadband technologies require a fibre feeder cable deep in the access network and so are all dependent on optical fibre including wireless broadband.

When determining which high speed broadband technology to use, it is of value to review the relative performance of these technologies in terms of broadband speed, ability to deliver symmetry, ability to deliver those speeds over at least 2km so as to reach suburban and rural communities, ease/speed of installation, effect of peak subscriber usage, scalability to higher speeds as applications and technology evolve, and power usage for lower OPEX as illustrated in Table 1.

Wireless technologies like 4G/LTE are relatively easy to deploy, but the data rate is very dependent on the distance to the antenna and number of active users per cell. On the other hand, complete optical fibre solutions require cable deployment in the last mile to the subscriber, but can offer a dedicated symmetrical 100Mb/s or more per subscriber even at distances of 20km from the local exchange.

Hence it is widely accepted that when it comes to capacity, symmetry and reach, the point to point (P2P) and GPON FTTH/B solutions are unsurpassed. That being said, wireless high speed broadband solutions offer mobility, which is something that fixed-line FTTH/B cannot offer. Consequently, next generation broadband access deployments will feature fixed-mobile convergence, where fixed/wire-line FTTH/B deployments will work in synergy with high speed

broadband wireless deployments (4G/LTE), with the wireless providing the subscriber with broadband mobility when required, and the fixed line FTTH/B providing the required broadband capacity both for the fixed-line broadband service, but also for the wireless broadband service by providing a path for early mobile data hand-off from wireless on to the fixed line network.

Energy Considerations & Global Trends

Power usage is becoming a key consideration for high speed broadband technology adoption trends worldwide. When you compare the typical power usage per subscriber of each technology relative to the range of downstream speeds that they deliver, it is clear LTE/4G is advantaged amongst the wireless technologies. It is also evident that the P2P and GPON FTTH/B technologies have even low power consumption while enabling the highest broadband speeds. GPON, due to its split signal architecture, has the lowest power usage with typically less than 1W/subscriber including PUE. This fact has been validated by Verizon Communications Inc. in the United States, who released a statement citing that the power requirements of its FTTH GPON network are only 38% of the power requirements of its DSL network, resulting in a significant reduction in Verizon OPEX.

Looking at technology adoption trends globally, we find that VDSL is strong where good copper exists, for example Western Europe, and that P2P FTTH/B is favoured by new entrants and competitive carriers. Most recently a strong trend of GPON FTTH/B adoption by incumbent telcos has evolved, partially due to the attractions of lower energy usage, but also due to GPON unit costs coming down. Worldwide, LTE is being adopted as a mobile broadband solution and for some as a complementary technology to FTTH solutions.

Broadband India

Since all high speed broadband solutions need optical fibre, and India is on a path to broadband for at least 90% of the population, it is useful to analyse India's optical fibre deployment relative to the number of potential broadband users.



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India has almost one billion mobile subscribers, second only to China. With the advent of smartphones, India's mobile subscribers could get high speed wireless broadband, but this needs significant optical fibre cable support. The number of optical fibre km deployed per mobile subscriber in India is 0.1km while the figures for China, USA and Japan are 0.5km, 1.4km and 2km or 500%, 1400% and 2000% higher, respectively. Smartphone (wireless broadband device) penetration is also low in India at 3% of handsets versus a global average of 30%. So relatively speaking, India has very low optical fibre length per mobile subscriber, which correlates with a similarly low current broadband (fixed and wireless)

penetration rate of 1.7%. Thus, India will need to deploy more optical fibre to enable increased high speed wireless and wireline broadband penetration.

To promote wireless and wire-line broadband network deployment, studies of deployments around the world indicate that favourable regulation that supports private investment, nurtures competition and subscriber choice and eases rights of way can be a critical catalyst. Once broadband networks commence deployment, service providers should nurture their business by driving preference for high speed broadband via early marketing and subscriber education, and by securing high levels of subscriber

take-up via early development of e-money, e-education and e-health services and provision of attractive business and entertainment offerings: for the latter, tapping into India's rich source of movie and sports content.

High speed broadband has the ability to change a nation. The wireless and fixed-line technologies that enable this broadband are there and waiting, but only further deep deployment of the fundamental supporting technology – Optical Fibre Cabling, will enable any nation to reap the full economic and social benefits that high speed broadband can deliver.



AMCHAM EVENTS

Delhi

Luncheon Meeting with Ms. Mara Burr, Deputy Assistant U.S. Trade Representative

Select Amcham members attended a luncheon meeting with Ms. Mara Burr, Deputy Assistant U.S. Trade Representative, and Ms. Nicole E. Weber, First Secretary, Economic Affairs, and Ms. Annaliese J. Heiligenstein, Economic Officer, from the U.S. Embassy on June 1st at ACSA, New Delhi. Members discussed the pricing policy in pharma and issues relating to IPR, agriculture and healthcare.

Interactive Session with Mr. Nitin Gadkari, National President, Bharatiya Janata Party (BJP)

Amcham along with the Centre for Knowledge Sovereignty and the Centre for Digital Economy Policy Research organised an interactive session with Mr. Nitin Gadkari, National President,



Bharatiya Janata Party (BJP), on June 5th at Hotel Le Meridien, New Delhi. Members of Amcham made specific suggestions relating to their sectors. Some of the sectors covered were Aviation, Defense, Financial Services, Information and Communications Technology, Infrastructure, Energy, Homeland Security, Manufacturing, Healthcare, and Intellectual Property Rights.

Mr. Gadkari responded and requested members to send their detailed notes on the subjects so that he could discuss the same with the concerned persons in his party.

Meeting with Mr. Anup Wadhawan, Joint Secretary, Department of Commerce

Mr. Ajay Singha, Executive Director, along with Ms. Madhvi Kataria, Deputy Executive Director, met Mr. Anup Wadhawan, Joint Secretary, Department of Commerce, on June 5th in New Delhi. They invited Mr. Wadhawan for an interaction with Amcham members on market access issues. Mr. Wadhawan suggested that issues relating to India-U.S. trade and investment should be sent to him in advance so that he could obtain responses from the concerned Ministries / Departments.



AMCHAM EVENTS

Interactive Session on 'Implementation of Amendments made in Direct and Indirect Taxes in the Finance Act 2012'

Amcham's Tax, Tariff and Regulatory Affairs Committee, under the chairmanship of Mr. Sanjiv Kumar Chaudhary, Partner, BSR & Company, organized an Interactive Session on 'Implementation of Amendments made in Direct and Indirect Taxes in the Finance Act 2012' on June 8th at Hotel Westin, Gurgaon.



Mr. Sanjiv Kumar Chaudhary welcomed the participants. This was followed by presentations as follows:

- **Source based taxation - Changes made in royalty definition, etc. by:**
Ms. Neeru Ahuja
Co-Chairperson, Amcham's Committee on Tax, Tariff and Regulatory Affairs; and Partner, Deloitte Haskins & Sells
- **Indirect Transfers by:**
Mr. Sanjiv Kumar Chaudhary
Chairman, Amcham's Committee on Tax, Tariff and Regulatory Affairs; and Partner, BSR & Company
- **Transfer Pricing - Amendments and their implications in relation to International transaction by:**
Mr. Vijay Iyer
Partner

Ernst & Young Pvt. Ltd.

- **Place of provision of Service Rules by:**
Mr. R. Muralidhan
Partner – Indirect Taxes
PricewaterhouseCoopers Pvt. Ltd.

These were followed by interaction from the floor.

Ms. Neeru Ahuja, Co-Chairperson, Amcham's Committee on Tax, Tariff and Regulatory Affairs, proposed the Vote of Thanks.

Farewell to Ms. Mary Tarnowka, Deputy Economic Minister-Counselor, and other U.S. Embassy officials

Amcham hosted cocktails to bid farewell to Ms. Mary Tarnowka, Deputy Economic Minister-Counselor, Ms. Nicole E. Weber, First Secretary, Economic Affairs, Ms. Annaliese J. Heiligenstein and Mr. Matthew B. Jones, Economic Officers of the U.S. Embassy, on June 20th at ACSA, New Delhi. Amcham members and other officials from the U.S. Embassy participated.

Interactive Session with Dr. Madeleine K. Albright, Former U.S. Secretary of State

Amcham organized an interactive session with Dr. Madeleine K. Albright, former U.S. Secretary of State, and present Chairperson of The Albright Stonebridge Group and Albright Capital Management LLC, over breakfast on June 27th at Hotel Leela, New Delhi.



AMCHAM EVENTS

Mr. Raj Jain, Chairman, Amcham India, and President, Walmart India, talked of the economic environment in India and said that in spite of slowdown in growth and stalled reforms, India would continue to be an attractive destination for U.S. business, both for U.S. exports to India as well as U.S. investments in India. Dr. Albright shared her views on how U.S. administration viewed India; expectations of U.S. Government from U.S. companies; U.S. role in the world, and Indo-U.S. relations.

Meeting with Mr. Ajay Shankar, Member Secretary, National Manufacturing Competitiveness Council

Amcham called on Mr. Ajay Shankar, Member Secretary, National Manufacturing Competitiveness Council (NMCC), on July 10th to discuss the draft National Manufacturing Policy announced by NMCC.

Mr. Biswanath Bhattacharya, Director – Management Consulting, KPMG Advisory Services Private Limited, talked about implementation of the Policy, public procurement, National Investment and Manufacturing Zones (NIMZ), etc.

Mr. Ajay Shankar said that the objective of the Policy was to increase the share of manufacturing to 25 per cent of the GDP from the present 12 to 15 per cent. He said that he was open to serious engagement with U.S. companies in the manufacturing sector.

Reception in honour of visiting USTDA delegation

Amcham members representing the recently set up Civil Aviation Committee interacted with Mr. Henry Steingass, Regional Director, USTDA and members of his delegation on July 16th. Members of Amcham's Healthcare Committee also joined this informal interactive session.

Meeting of ICT Committee

A meeting of ICT Committee was held on July 16th at the office of Cisco, Gurgaon. The meeting discussed, inter alia, developments on the telecom front, particularly telecom manufacturing, telecom licensing and its implications.

Meeting of National Executive Board

A meeting of National Executive Board was held on July 24th at the office of Walmart India, Gurgaon. The meeting was chaired by Mr. Raj Jain, Chairman, NEB, and President, Walmart India.

This was followed by a meeting of the Chairmen / Co-Chairmen of Amcham's Sectoral Committees to discuss the proposed one-day U.S. - India Business Summit by Amcham.

Meeting with Kerala Chief Minister Oommen Chandy and Industries Minister P.K. Kunhalikutty

An Amcham delegation called on Chief Minister Oommen Chandy and Industries Minister P.K. Kunhalikutty on July 27th at the CM's office at the Kerala Secretariat. The delegation had

detailed discussions in connection with the Emerging Kerala Summit to be held in September this year. The CM outlined the various developmental projects undertaken by his Government. He was hopeful that with the creation of infrastructure and availability of power, investment will flow into the state and job creation will follow.

The delegation led by Ajay Singha, Executive Director, Amcham India included Yash Kansal, Country Director, Oshkosh Corporation, Alex Varghese, Country Head, UST Global, Anilal Ravi of Investnet, Eapen Koshy of KPMG, Ajai Kumar of Coca Cola, Joseph Korah of Cognizant, Sham Shamsudeen of the American Consulate General in Chennai and Aubrey Daniels, Regional Director, Amcham India.

Mr. Ajay Singha informed the Chief Minister that Amcham would participate in the Emerging Kerala Summit by organising a panel discussion on investment opportunities in the state in partnership with the U.S. Embassy.

Amcham Chairman releases Members Directory 2012



Mr. Raj Jain, Amcham Chairman & Managing Director and CEO Bharti Walmart, releases Amcham Members Directory 2012



Amcham Chairman, Mr. Raj Jain, interacts with staff at Amcham office

A M C H A M E V E N T S

Mumbai

HR Core Committee Meeting

HR Core Committee Meeting was held on June 15th at Mumbai.

Workshop on 'U.S. Visa Procedures'

Amcham, in co-operation with the U.S. Consulate in Mumbai, organized a workshop on 'U.S. Visa Procedures' on July 23rd in Pune. The program was held over two sessions and was well attended by senior representatives of U.S. companies. The event was graced by the presence of the Mr. Peter Haas, Consul General of the U.S. Consulate in Mumbai and Vice Consul Hilary Joy Peters. Presentations were made on the topic and were followed by a Q&A session.



Amcham at The U.S. India Business Summit 2012

Amcham India participated as a partner organization at The 3rd Annual USA India Business Summit (UIBS) at the GTRI, Georgia Tech, Atlanta on June 21-22 with the theme of "Growing Business and Promoting Entrepreneurship." The event was aimed at bringing investment, partnership and business between United States & India at a common platform and to accelerate growth in key business areas. UIBS 2012 was organized by USA India Initiatives, Inc. (USIII), the Georgia Tech Center for International Business Education & Research (CIBER) and U.S. India Business and Research Center (USIBRC), the Georgia Department of Economic Development, with support of the U.S. Commercial Service, Metro Atlanta Chamber (MAC), Lufthansa German Airlines, Confederation of Indian Industries (CII), Amcham India, Georgia Chamber of Commerce, MM Activ and a host of sponsoring organizations.

The two day programme was inaugurated by the Honorable Ajit Kumar, Consul General of India, Atlanta and had in attendance Dr. Steven W. McLaughlin, Vice Provost for International Initiatives, Georgia Institute of Technology, Mr.

Mark Lytle, Division Director, Georgia Centers of Innovation of Technology & Mr. Ani Agnihotri, Chair, USA India Business Summit (UIBS).

Discussion on 'CEO Transitions & Risks to Enterprise Value'

Amcham and FTI Consulting organized a discussion on 'CEO Transitions & Risks to Enterprise Value' on June 22nd at Mumbai. Ms. Madhvi Kataria, Deputy Executive Director, welcomed and introduced the speaker.

Mr. Edward Reilly, Global CEO, Strategic Communications, FTI Consulting, spoke on the importance of 'CEO Transitions & Risks to Enterprise Value' and said that leadership change affects a company's enterprise value. An interactive session ensued post the discussion.

Participation at SHRM's 2012 Annual Conference & Exposition

Amcham participated at the Society for Human Resource Management's (SHRM's) 2012 Annual Conference & Exposition held in Atlanta, Georgia on July 24-27. The event aimed at learning, networking & sharing of Global Best practices in the HR Industry.

Around 15,000 representatives from across the globe were present in this apex HR event to be part of this unique experience.

Kolkata

International Seminar on Climate Change: Impact, Adaptation and Mitigation

Amcham supported the International Seminar on Climate Change: Impact, Adaptation and Mitigation held on June 15-16. Amcham was represented by members Ernst & Young and PricewaterhouseCoopers Pvt Ltd at the event.

Mr. Surojit Bose, Associate Director, Sustainability and Climate Change, PwC spoke on "Emerging Truths from Durban (UNFCCC COP 17) – Realities and Lessons for Industry." Mr. Bandyopadhyay, Ernst & Young gave the Key note address on Financial Instruments for investments in climate friendly and clean technology to encourage low carbon economic, growth, indigenous R&D, inclusion of social Entrepreneurs and international collaboration in business and research.

Annual Day Dinner at Fortune Loudon

Amcham Kolkata held its annual get-together over cocktails and dinner at the Fortune Loudon on June 22nd. The U.S. Consul General Mr. Dean R. Thompson attended the event. Past Presidents were presented Plaques by the U.S. Consul General, in appreciation of their service to the Chamber.

AMCHAM EVENTS

Interactive session with members and U.S. Consul General at the Bengal Club



Amcham hosted an interactive session on July 12th with Mr. Dean R. Thompson, the U.S. Consul General in Kolkata. Mr. Aniruddha Lahiri welcomed the Consul General. Mr. Thompson gave his views on how he would like to see the Chamber move forward and reinforced that the Consulate and U.S. Government was committed to promoting business in India.

Bangalore

Discussion on U.S. High Technology for India's Growth

On the occasion of the 2nd Global Investors Meet (GIM), Amcham organized a panel discussion on "U.S. High Technology for India's Growth," with CEOs of top U.S. companies on June 8th. Inaugural address was given by Mr. Donald Lu, Deputy Chief of Mission, U. S. Embassy.



Breakfast meeting with U.S. Ambassador Nancy Powell

Amcham hosted a breakfast meeting for U.S. Ambassador, Nancy Powell, at the Taj West End, Bangalore on July 7th. Amcham also participated in the July 4th celebrations hosted by the U.S. Consulate at Bangalore.



Interactive Meet between Government of Karnataka and Trade Associations

Amcham participated in the Government of Karnataka's interactive meet with Associations on July 10th for promotion of Bangalore IT.biz 2012 at the Chancery, Bangalore. Bangalore IT.biz is the flagship event of the Government of Karnataka and Amcham will be the designated a supporting organization for this prestigious event. Senior officials from the IT department of the Government were present and other trade associations and chambers of commerce also participated.

FAA-Asia Pacific Bilateral Partners meeting

The DGCA/FAA officials headed by DGCA Joint Director General Charan Das met with the Amcham Aerospace and Defense companies (including Textron, Honeywell, and Goodrich) to discuss the Bilateral Aviation Safety Agreement and the FAA-Asia Pacific Bilateral Partners meeting which will take place in April 2013 in Bangalore that will be supported by Amcham.

Karnataka ExeComm

Amcham Karnataka ExeComm meeting was held at the Taj West End on July 17th. Dr. Narindra Bachlaus was welcomed as the new co-chairman for the year 2012-13. Mr. Richard Craig, Principal Commercial Officer, U.S. Commercial Service, Kolkata, also participated in the meeting.

Hyderabad

Session on Diversity & Inclusion

Amcham organized a panel discussion on 'Diversity & Inclusion' for its members at the C A India Technology office on June 29th. The panelists were -Dr. Kiranmai Pendyala, Head HR, AMD India, Ms. Lori Johnson – Officer, U.S. Consulate General Hyderabad, Mr. Hari Kumar – Principal Deloitte U.S. India Office (USI), Ms. Uma Devaguptapu, Director, Corporate HR, ITW India and Mr. Satya Gottumukkala, Executive VP, Anthelio Healthcare. Mr. Madhu Poomalil, Chairman, Hyderabad chapter welcomed the panellists. The session was moderated by Mr. Venkatraman Laxmikanth, MD, Broadridge Financial Solutions India.

Amcham Welcomes New Members



MR. ABHIJIT BHANDARI
Regional VP (India, West Asia & Africa)
Compsych Consulting India Pvt. Ltd.



MR. ALOK SETH
Marketing Manager
Dow Jones



MR. VIKRAM MATHUR
Managing Director – India
FTI Consulting India Pvt. Ltd.



MR. ASHOK K. KAKKAR
Managing Director – India
Varian Medical Systems International India Pvt. Ltd.



MR. VIJAY BHARADWAJ
Vice President – HR
Dell International Services India Pvt. Ltd.



MR. RAVI CHAUHAN
Managing Director - India & SAARC
Juniper Networks India Pvt. Ltd.



MR. PURNACHANDRA RAO SURAPANENI
Managing Director
Global Infovision Pvt. Ltd.



MR. SWAPAN BHATTACHARYA
Director – HR
TCG Lifesciences Limited



MR. RAJIV JAIN
Managing Director -
Head of Treasury Services India & South Asia
JP Morgan Chase Bank N.A. Mumbai Branch



MR. DEEPAK KHANDELWAL
Executive Director - Head of Corporate Sales
JP Morgan Chase Bank N.A. Mumbai Branch



MR. RAYMOND WONG
CEO
ExxonMobil Lubricants Pvt. Ltd.



MR. ROHAN PARIKH
Managing Director
H&R Block (India) Private Limited



MS. SRIMOTI MUKHERJI
Senior Director, International Affairs
Mylan, Inc.



MR. ARUN KUMAR
Managing Director
SunPower Solar India Pvt. Ltd.



MR. ANIL VALLURI
President - NetApp India Marketing & Services Pvt. Ltd.
NetApp India Marketing & Services Pvt. Ltd.

Amcham Welcomes New Members



MR. ANSHUMAN NEIL BASU
Regional Executive Director
Council of Supply Chain
Management Professionals India Pvt. Ltd.



MR. ANILAL S. RAVI
Sr. Vice President & Director
Envestnet Asset Management India Pvt. Ltd.



MR. MICHAEL L. ROSE
Managing Director
Madderimid India Private Limited



MS. PREETHA NAIR
Country Manager
MiaSole



MR. YASH KANSAL
Country Manager, India and SAARC Region
Oshkosh India Private Limited

• **MR. VIJAY KUMAR BAJAJ**
Associate Director - Finance & Accounts
Steel Wedge Technologies Private Limited

• **MR. SUBBA RAO P V**
Sr. Manager (Operations)
Motorola Mobility India Pvt. Ltd.

• **MR. M. PARDHA SARADHI**
Zonal Head - Public Affairs & Communications
Hindustan Coca-Cola Beverages (P) Ltd.



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 principle 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 in the U.S.:

- 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.

American Chamber of Commerce in India

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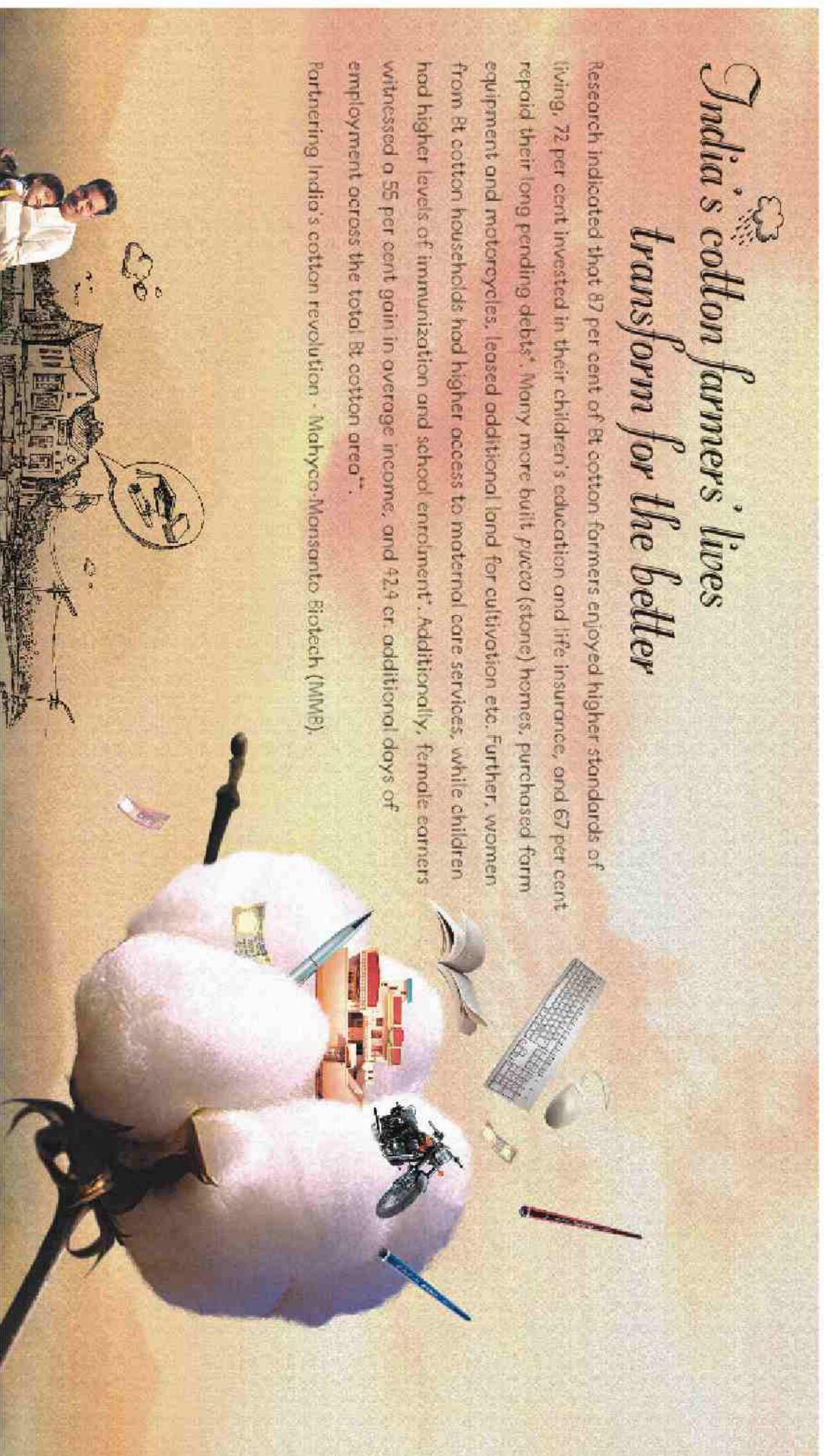
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Mobil

India's cotton farmers' lives transform for the better

Research indicated that 87 per cent of Bt cotton farmers enjoyed higher standards of living, 72 per cent invested in their children's education and life insurance, and 67 per cent repaid their long pending debts*. Many more built *pucca* (stone) homes, purchased farm equipment and motorcycles, leased additional land for cultivation etc. Further, women from Bt cotton households had higher access to maternal care services, while children had higher levels of immunization and school enrolment*. Additionally, female earners witnessed a 55 per cent gain in average income, and 42.9 cr. additional days of employment across the total Bt cotton area**.

Partnering India's cotton revolution - Mahyco-Monsanto Biotech (MMB).



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* Bollgard and Bollgard II Bt-cotton trait technologies provide cotton plants against bollworm, insecticide resistant, super insecticide use, better soil, water, and input usage. • Bt cotton is widely planted around the world as an environmentally friendly way of controlling bollworm, which can spread to other non-cotton crops and other insects. • Mahyco-Monsanto Biotech India Ltd. (MMB), a joint venture between Maharashtra Hybrid Seeds Co. Ltd. (Mahyco) and Monsanto Holdings Pvt. Ltd. (MHL) has been selected for the special cotton trait technology to several farmer companies and farmers both to access such technologies in the preferred hybrid seeds on their farms. • Bollgard II and Bollgard I crop results are registered trademarks and under the license from Monsanto Company. For information on crop opportunities, contact www.mahyco.com or www.monsanto.com.