

# India Infrastructure Partnership **Roundtable**

New Delhi, 12–14 October 2011

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# **The Gateway to India's Low-Carbon Future:**

## **A GLTE India Infrastructure Partnership Roundtable**

**New Delhi, 12-14 October 2011**











The India Gate in New Delhi is the national monument of India

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## WELCOME FROM THE CO-CHAIRMEN

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It gives us great pleasure to welcome you to Delhi for the inaugural roundtable meeting of the GLTE India Infrastructure Partnership. The Partnership began as an Indo-Nordic initiative and that very much remains our focus.

Our purpose in meeting here in Delhi is to develop a partnership to bring together the best of Indian and Nordic business in a network that is unique in the world. The GLTE India Infrastructure Partnership is not just a talking shop. Its meetings are time well spent sharing new networks, new knowledge and building collaborations to meet the challenge of moving to a low-carbon economy.

India faces the challenge of an ageing infrastructure and swelling population. **It is extraordinary to think that 80 per cent of the India of 2030 is yet to be built.** Indians also face a separate, but not unrelated challenge, in the form of climate change. This is well understood in India.

By tackling these challenges, India has the opportunity to lead the world in transitioning to a low-carbon economy. We must all play a role in this. The challenge is too great for any one part of society to tackle on its own.

Mahatma Gandhi once said that “we need to be the change we wish to see in the world.” The GLTE India Infrastructure Partnership, made up of leading companies from India and beyond, can represent the change we seek to bring.



**Dr Jamshed J Irani**

GLTE India Infrastructure Partnership  
(Left)



**Michael Treschow**

GLTE India Infrastructure Partnership  
(Right)

On behalf of Xyntéo and the GLTE, it gives me great pleasure to welcome you to this GLTE India Infrastructure Partnership roundtable – the gateway to India’s low-carbon future. I am very proud of what the Partnership has achieved in such a short time. Our Partners, made up of world leading companies, are mapping out the opportunities from developing low-carbon infrastructure in India.

We are building networks of pioneering leaders; we are developing the knowledge that is necessary to grow in the new low-carbon economy; and we are working together to develop projects that will have a real impact on reducing emissions in India. One clear thread that binds us all here in Delhi is **our determination to see India become one of the world’s leaders in creating a low-carbon economy.** India’s crops demand it, India’s water resources demand it, India’s people demand it.

Today, this country stands before a defining moment in its modern history. The decisions that India takes over the next few years, given the long lifetime of infrastructure, will pave India’s path for generations to come. This means that the desperately needed infrastructure that India now builds will likely outlast us all. It will be our children and grandchildren who will one day judge us for it.

The GLTE India Infrastructure Partnership aims to help shape those decisions and build that infrastructure. It is the right thing to do – both for the growth of our businesses and for the fragile environment we all depend on.



**Ashish Bhatt**

Managing Director, Infrastructure,  
Xyntéo

## GLTE INDIA INFRASTRUCTURE PARTNERSHIP

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For businesses, the opportunities presented by the low-carbon overhaul of India's infrastructure are great. But reaping the commercial benefits creates challenges. Indian companies often lack capital and technology; foreign companies have the financial means and the skills, but can be put off by bureaucratic hurdles and the perceived lack of reliable local partners. To unlock the opportunities, trusted, strategic alliances are needed to connect the right actors.

The India Infrastructure Partnership, born out of the Global Leadership & Technology Exchange, seeks to address this need by forging partnerships between leading businesses in India with counterparts in other key countries. The Partnership, the only existing initiative seeking to drive low-carbon collaboration in this sector within this geographical context, aims to:

- **Bring together business leaders and policy-makers from across industries and geographies** and harness their collective insight to find practical, profitable, innovative solutions to India's infrastructure needs
- **Heighten understanding of what it takes to build public-private partnerships** capable of unlocking and accelerating low-carbon growth in both infrastructure and other sectors
- **'Uncover' new approaches to the low-carbon challenge** – mould-breaking business models, inventive joint ventures, cutting-edge technological combinations and creative value chain collaborations.

[www.xynteo.com/india](http://www.xynteo.com/india)



## PARTNERS AND ROUNDTABLE THEME

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### About the Partners

Contributing to the momentum of the India Infrastructure Partnership is the strength of its five partners (Ericsson, Tata Consultancy Services, DNV, Tata Sons and Telenor Group), as well as the leadership of its two co-chairmen: Dr Jamshed Irani, former Executive Director of Tata Sons, and Michael Treschow, Chairman of Unilever.

### Roundtable Theme: The Gateway to India's Low-Carbon Future

The defining challenge for India over coming decades will be to ensure that economic growth keeps pace with population growth, making the fruits of prosperity available to a larger share of Indians. To meet these twin aims, India – like all other countries – will need to recalibrate its growth model, decoupling it from carbon.

This roundtable meeting of leading businesses in India with counterparts from other key countries aims to build a bridge between the challenges that India today faces, and the opportunities that can come from transitioning to a low-carbon economy, based on a modern and accessible infrastructure.





## GLTE & XYNTÉO

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### About Xyntéo

Xyntéo is an international strategic advisory firm that equips business leaders with knowledge, networks and tools to transform their organisations to compete in the low-carbon economy. We work with some of the world's leading companies from across a range of industries, among them oil and gas, utilities, consumer goods, financial services, shipping and IT. Together we are striving to find a new way of growing, decoupled from carbon emissions.

[www.xynteo.com](http://www.xynteo.com)

### About GLTE

Xyntéo is the founder of the Global Leadership & Technology Exchange, a one-of-a-kind partnership uniting world class businesses engaged in the pursuit of low-carbon innovation. GLTE helps senior executives build their knowledge of the low-carbon economy, connect with low-carbon pioneers from other companies and sectors and pursue collaborative projects that deliver growth while removing carbon from value chains. The GLTE partnership currently includes Det Norske Veritas (DNV), Deutsche Bank, the Electric Power Research Institute (EPRI), Ericsson, Gazprom, Hess Corporation, PG&E Corporation, Shell, Siemens, Statoil, Subsea7, Tata Consultancy Services, Tata Sons, Unilever and Wilh. Wilhelmsen. GLTE partners conduct low-carbon collaborations both with each other and with other organisations. At present ABB, FMC Technologies, Nexans and Telenor Group are also involved in collaborative projects under a wider GLTE umbrella.

[www.xynteo.com/glte](http://www.xynteo.com/glte)

## WELCOME DINNER

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We welcome all our friends – both new and old – to this informal dinner on the eve of the roundtable. We are honoured to have Dr Sanjaya Baru, Editor at India’s leading business newspaper, Business Standard, to address us.

### WEDNESDAY, 12 OCTOBER

18.30–21:30

**Informal welcome dinner**

**Aftab Mahtab, Taj Mahal Hotel,**

Address by **Dr Sanjaya Baru**, Editor, Business Standard



Taj Mahal Hotel, New Delhi



## OPENING

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The inaugural roundtable meeting of the GLTE India Infrastructure Partnership will open with welcoming remarks from the Co-Chairmen.

### DAY ONE: THURSDAY, 13 OCTOBER

#### Longchamp, Taj Mahal Hotel

09.00 – 09.30

#### Opening of Roundtable

Welcoming remarks from:

- **Ashish Bhatt**, Managing Director, Infrastructure, Xyntéo
- **Dr Jamshed J Irani**, Co-Chairman, GLTE India Infrastructure Partnership
- **Michael Treschow**, Co-Chairman, GLTE India Infrastructure Partnership



## PRACTICAL PATHS: MAKING THE CASE

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Our speakers in this session will outline the case for investing in low-carbon infrastructure – both from the perspective of government and the private sector.

### DAY ONE: THURSDAY, 13 OCTOBER

09.30 – 11.00

#### **Practical paths to India's low-carbon future**

**Moderator – Ashish Bhatt**, Managing Director,  
Infrastructure, Xyntéo

■ **What can government do?**

**Vaibhav Dange**, Executive Secretary to the National  
President, Bharatiya Janata Party

■ **The business view**

**Bazmi Husain**, Country Manager and Managing Director,  
ABB Limited

■ **The case for low-carbon infrastructure**

**Pawan Mehra**, Managing Director, cKinetics

Interactive discussion with panel

11.00 – 11.20

#### **Coffee break**

**Villa Medici, Taj Mahal Hotel**

## Practical paths to India's low-carbon future

To meet the challenges presented by its impressive demographic and economic growth, India – like all countries – will need to decouple its growth from greenhouse gas emissions. The Government of India recognises this, committing to reduce the country's carbon intensity by 20-25% on 2005 levels by 2020.

India's ability to achieve lower-carbon growth hinges on the future of its infrastructure - the roads, power plants, ports, electrical grids and telecommunications systems that make everyday commerce possible. This infrastructure typically has a long life span, shaping the country's carbon behaviour over generations.

The Government understands that it cannot meet these challenges alone. It has called on India's influential private sector to take on a pivotal role. Business is keen to play its part and act decisively, but it says government must first ensure the enabling environment is in place.



## PRACTICAL PATHS: MAKING IT HAPPEN

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Having heard why low-carbon infrastructure is needed, including the challenges in deploying it, speakers in this session will paint a picture of what a future India, built around low-carbon infrastructure, looks like. They will then discuss which stakeholders need to be involved to enable the shift and what they should be contributing, before discussing how India can lead the world in the transition to a low-carbon economy.

### DAY ONE: THURSDAY, 13 OCTOBER

#### 11.20 – 13.00 **Practical paths to India's low-carbon future**

**Moderator – Ann Cormack**, Managing Director,  
Energy, Xyntéo

■ **Who needs to do what?**

**Suman Bery**, Member, Indian Prime Minister's Economic  
Advisory Council

■ **What will the future look like?**

**Ajay Gupta**, Vice President, Head of Strategy and  
Marketing, Ericsson

■ **Can India set an example to the developed and  
developing world?**

**Dr Arunabha Ghosh**, CEO, Council on Energy,  
Environment and Water

Interactive discussion with panel

#### 13.00 – 14.00 **Lunch**

**Terrace Gardens, Taj Mahal Hotel**

## Practical paths to India's low-carbon future

The infrastructure of India's low-carbon economy will need to be designed to thrive in a future characterised by intensified scarcity - of food, water, energy, raw materials and space. All of these resources will come under increasing pressure from a growing population intent on improving its standard of living.

The low-carbon economy will likely be based on new systems, behaviours and technologies. While government will be responsible for shaping the enabling environment, other players can help accelerate and consolidate our progress.

Importantly, other regions – both developed and developing – will be looking to learn from the Indian experience, and Indian companies stand to benefit.



### More connected, more efficient – a practical example

From smart grids to connected cars to mobile health and sustainable cities, Ericsson is unleashing transformative ways of doing business with other sectors.

Ericsson India has been actively involved in reducing the carbon emissions of its customers. Infrastructure sharing, use of Integrated Power Management Systems, Fuel Cooling Units and renewable sources of energy have hugely supported the reduction of power consumption across sites. State-of-the-art networks are designed for energy-efficiency and an increased lifespan, meaning less maintenance is required and fewer site visits needed.

## WHO HAS THE POWER?

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In the transition to a low-carbon economy, stakeholders are responsible for ensuring the journey is as smooth as possible. This session will focus on the people behind the power – their motivations, their visions and their plans.

### DAY ONE: THURSDAY, 13 OCTOBER

14.00 – 15.30 **Who has the power to affect the strategic agenda?**

**Moderator – Ashish Bhatt**, Managing Director,  
Infrastructure, Xyntéo

Panel Discussion:

- **Michael Treschow**, Chairman, Unilever and Co-Chairman  
GLTE India Infrastructure Partnership
- **Bakul Patel**, Independent Director, Infrastructure  
Development Finance Company AMC
- **Rajiv Mehrotra**, Chairman and CEO, Vihaan Networks Ltd

Interactive discussion with panel

15.30 – 15.50 **Tea break**

**Villa Medici, Taj Mahal Hotel**

## Who has the power to affect the strategic agenda?

With infrastructure likely to be elevated to become one of the key strands of the 12th Five Year Plan, the challenge now is to ensure that investments are directed to low-carbon projects.

Regulators, business and civil society should all have a voice in this. Each group stands before its own set of levers affecting the case for low-carbon infrastructure. Politicians and bureaucrats can remove barriers to low-carbon investments and build confidence through implementing a sound regulatory environment. The private sector can stimulate financing and lead an evolution of new business models. Civil society can ensure that all Indians benefit from this transition to a low-carbon economy, helping to bring millions out of poverty.



## INFRASTRUCTURE OPPORTUNITIES

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This session provides space for more in-depth discussions focused on the key infrastructure segments in India. The aim is to delve into the challenges and, importantly, the opportunities that each segment – transport, urban, energy and ICT – presents. Participants will be divided into separate groups to progress the discussions.

### DAY ONE: THURSDAY, 13 OCTOBER

15.50 – 17.45 **Breakouts: Infrastructure Opportunities**

Participants will be divided into four breakout groups, each focusing on a specific segment of India's infrastructure.

**Moderator – Stephen Cadden**, Managing Director,  
Mobility, Xyntéo

- **Building India** – hosted by Shell
- **Moving India** – hosted by DNV
- **Connecting India** – hosted by Ericsson
- **(Em)powering India** – hosted by TCS

Report back to plenary and conclude



## Low-carbon infrastructure opportunities

The bid to put India's infrastructure on a lower-carbon path will open up enormous business opportunities across a range of sectors.

India's growing numbers are leaving the villages and chasing the dream of a better life in the cities. **Urban infrastructure** – particularly roads, buildings, communications, waste and water management – is struggling to keep pace. With a rethink of the way cities are planned and operated, India can meet the challenge head-on, reducing both its energy and carbon intensities.

India's **transport networks** are among the world's largest. Even so, they are neither big enough, nor good enough. India's expanding trade and growing, more mobile population requires paved highways, efficient ports and better connectivity through bigger networks of railways and airports.

From buildings and cars through to logistics and power, every aspect of our lives will be impacted by the innovation of **ICT**; its application enables us to become more energy efficient and will help us to plug the energy that is leaking.

India faces both an increase in **energy** demand and increasing dependency on foreign energy imports. Meeting these twin challenges will take effort, yet overcoming them will make the effort worthwhile: creating a more affordable import bill, cleaner air, and importantly, improving the human infrastructure through more jobs.



## DINNER RECEPTION

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### DAY ONE: THURSDAY, 13 OCTOBER

19.30 – 22.30 **Dinner reception hosted by TCS**  
**Tata Director's Bungalow**  
Transport from the hotel will be provided



Climate change is already impacting on India's crops - the Times of India reported that last year's mango harvest was reduced by 80% as a result of extreme heat attributed to a changing climate.

## Transforming India's Electricity Distribution - a practical example

With an objective of reducing the distribution losses to 15% in key areas for Indian Utilities, the Restructured Accelerated Power Development and Reforms Programme (R-APDRP) was launched by the Ministry of Power, Government of India. This is a programme that includes data acquisition at distribution level, monitoring of results of steps taken, providing an IT backbone and strengthening the Electricity Distribution system across the country.

In the first phase of this programme, TCS is working with five states that have commenced initiatives under this programme. The breadth includes 13 distribution companies, 400 towns and 19.7 million customers. TCS is transforming these State Electricity Boards by providing solutions for sustained loss-reduction through better processes, automation and increasing accountability at all levels. TCS is helping them to retrofit the meters with intelligent modems to communicate over GPRS to the central server. The data is stored and cleansed in MDMS solution based on Lodestar or SAP EDM to be the single version of truth. In addition, the billing systems being implemented are based on SAP ISU or Oracle CC&B systems. TCS is also deploying state of the art customer care centers, GIS based solutions to map consumers and assets, to increase customer-centricity and better outage management.

This programme is expected to lead to radical transformation of the energy scenario in India and is a critical step in transforming Indian utilities into smart utilities.



## INDIA'S 12TH FIVE YEAR PLAN

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To be approved by the National Development Council in the days surrounding the roundtable, we are honoured to have Montek Singh Ahluwalia, Deputy Chairman of the Planning Commission, to present the keynote address on the 12th Five Year Plan.

### DAY TWO: FRIDAY, 14 OCTOBER

#### Longchamp, Taj Mahal Hotel

09.00 – 09.30 **Reflection on day one**

- Remarks by **Ashish Bhatt**, Managing Director, Infrastructure, Xyntéo

Followed by discussion from the floor

09.30 – 11.00 **India's 12th Five Year Plan: The importance of infrastructure in India's low-carbon future**

**Moderator – Ashish Bhatt**, Managing Director, Infrastructure, Xyntéo

- **Keynote speech:** **Montek Singh Ahluwalia**, Deputy Chairman of the Planning Commission
- **Response:** **Dr Jamshed J Irani**, Co-Chairman, GLTE India Infrastructure Partnership

Interactive discussion with panel

11.00 – 11.20 **Coffee break**

**Longchamp, Taj Mahal Hotel**

## 12th Five Year Plan: the importance of infrastructure in India's low-carbon future

Good planning is the foundation of any success. A healthy economy is no exception. In India the Planning Commission is charged with developing, implementing and monitoring the country's five year plans.

It is expected that in the days surrounding this roundtable, the 12th Five Year Plan, which will cover the period 2012 to 2017, will be approved by the National Development Council.

According to reports leading up to the plan's release, **India's ailing infrastructure will require as much as \$1 trillion of investments over the next five years.** Of that, as much as half is expected to come from the private sector. This level of investment can make significant inroads into building the 80% of the India of 2030 that still needs to be constructed.



**It is important to pause and consider how this \$1 trillion should be invested.** If India continues to build infrastructure that relies on high-carbon inputs, then it effectively splices carbon dependency into the DNA of its long-term development.

## THE ROLE OF COLLABORATION

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Speakers in this session will explore the role of collaboration – across sectors and regions – in meeting the vision for the development of low-carbon infrastructure in India.

### DAY TWO: FRIDAY, 14 OCTOBER

11.20 – 13.00 **The role of collaboration – the only way to build the low-carbon future**

**Moderators – Peter Carlin**, Senior Advisor, Xyntéo and  
**Thomas Bergmark**, Senior Advisor, Xyntéo

■ **Region-to-region**

**Aromar Revi**, Director, Indian Institute for Human Settlements (IIHS)

■ **Sector-to-sector**

**Anindya Chowdhury**, Country Lead, Gas/LNG New Business Development, Shell India Markets

■ **Business-community-government**

**S Lakshmi**, Global Head, Eco Sustainability Services, Tata Consultancy Services

Interactive discussion with panel

13.00 – 14.00 **Lunch**

**Terrace Gardens, Taj Mahal Hotel**

## Collaboration – the only way to build the low-carbon future

The crunch time is coming. Over the next decade and beyond, organisations will need to seek out much deeper synergies between people, businesses and nature, in order to use fewer resources and leave less waste. We need game changing strategies, new business plans, unprecedented ways to engage with customers, suppliers, regulators and other businesses both within and across sectors and geographies. In all of this, collaboration will be key.

Collaboration is not a substitute for competition. There is no reason why competitors cannot be collaborators too. **Competition is the battle for a bigger share of the pie, whereas collaboration has the potential to increase the size of the pie for everybody involved.**

Collaboration will be an essential part of the coming transition to a low-carbon world. This is the ultimate 'Grand Challenge', perhaps one of the greatest that humans have ever known. The power of collaboration will help us not only see off the threat of climate change, but also exploit the opportunities it brings. Collaboration can unlock the gateway to India's new low-carbon economy, to a stronger, more sustainable kind of growth.



## A LEADERSHIP PANEL OF FUTURE INDIA

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It has been said that leadership is ultimately about creating a way for people to contribute to making something extraordinary happen. The GLTE India Infrastructure Partnership aims to provide the leadership that can help to bring about something extraordinary in India – the transition to an economy based on low-carbon infrastructure. This session aims to take up this challenge, drawing on the voices of some of India’s future leaders.

### DAY TWO: FRIDAY, 14 OCTOBER

#### 14.00 – 15.00 **A leadership panel of future India**

**Moderator – Pramit Pal Chaudhuri**, Foreign Editor,  
Hindustan Times

Panel Discussion:

- **Ramakrishnan Mukundan**, Managing Director, Tata Chemicals Limited
- **Dr Raman Nanda**, Director, e10Six
- **Ameya Prabhu**, Deputy Managing Director, Greenergy

Interactive discussion with panel

#### 15.00 – 15.30 **Tea and departure** **Longchamp, Taj Mahal Hotel**



## SPEAKER PROFILES

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### **DR SANJAYA BARU**

**Editor, Business Standard**

Dr Sanjaya Baru is the Editor of the Business Standard, India's leading business newspaper. He is also Consulting Senior Fellow for Geo-economics and Strategy at the International Institute of Strategic Studies, London, and until recently, was Visiting Professor at the Institute of South Asian Studies and the Lee Kuan Yew School of Public Policy, Singapore. Prior to this, Dr Baru was media advisor, spokesperson and principal speechwriter for Indian Prime Minister Manmohan.

Dr Baru has a diverse professional background, including stints as the Chief Editor of The Financial Express (India) and Editorial Page Editor of The Times of India. His academic experience includes professorships at the Research & Information System for Non-Aligned & Developing Countries, New Delhi, and at the Indian Council for Research in International Economic Relations, New Delhi.

He is a member of the Board of the Centre for Policy Research, New Delhi and Founder-Trustee, Centre for Air Power Studies, New Delhi. Between 1998 and 2001 Dr Baru was a member of India's National Security Advisory Board.

Dr Baru holds a PhD and a master's degree in economics from the Jawaharlal Nehru University, New Delhi. He has published several books and contributes essays and articles to journals and newspapers in India and abroad.



### **THOMAS BERGMARK**

**Senior Advisor, Xyntéo**

Thomas Bergmark is Senior Advisor at Xyntéo, where he is currently playing a leading role in the advisory firm's work with the retail industry.

Mr Bergmark came to Xyntéo from IKEA, where he spent 22 years – eight as Sustainability Manager for the whole company group and six as Quality & Environmental Manager for IKEA of Sweden AB, the company which is responsible within the overall group for product development, purchase

and distribution. Another seven years were spent as Managing Director and Business Area Manager. He also served on the IKEA Strategic Purchasing Committee and on the Retail Board at IKEA in Switzerland and Spain/Portugal. Bergmark is the former Chairman of the IKEA-founded Sow a Seed Foundation.

Mr Bergmark's experience at IKEA and elsewhere has made him a respected thinker and sought-after speaker on how sustainability can generate cost savings, strengthen brand reputation and increase productivity and long-term profitability. In 2007, the US magazine Ethisphere ranked him the 13th most influential person in business ethics. During 2007-2010 he was a Non-Executive Director of BSR. He is currently a Non-Executive Director of Respect.



### **SUMAN BERY**

**Member, Prime Minister of India's Economic Advisory Council**

Suman Bery is a member of the Economic Advisory Council to the Prime Minister of India and the Indian National Statistical Commission, as well as a Country Director for the International Growth Centre, London. From 2001 to March this year, he was Director-General (Chief Executive) of the National Council of Applied Economic Research (NCAER), one of India's leading independent policy and social science research institutions.

Prior to joining NCAER, Mr Bery worked for the World Bank in Washington, DC, where his areas of expertise included the macro-economy, financial markets, and public debt management with a focus on Latin America. During a sabbatical from the World Bank from 1992 to 1994, he worked as Special Consultant to the Reserve Bank of India, where he advised the bank's Governor on financial sector policy, institutional reform, and market development and regulation.

In addition to serving on numerous Indian government committees, Mr Bery has sat as an independent (non-executive Director) on the board of State Bank of India, the country's largest commercial bank.

Mr Bery has a first-class honours degree in philosophy, politics and economics from Oxford University and a master's in public affairs from Princeton University's Woodrow Wilson School of Public and International Affairs.



### **ASHISH BHATT**

#### **Managing Director, Infrastructure, Xyntéo**

Ashish Bhatt is Managing Director of Infrastructure and the GLTE India Infrastructure Partnership at Xyntéo.

Mr Bhatt has senior experience of the public and private sector in India, the UK, the EU and the US. He has an established track record of delivery, expert analysis and insight into government, business and opportunities in India. Prior to joining Xyntéo, he served for three years as a Director at a leading intelligence and geopolitical risk firm, where he led the company's geopolitical output and its commercial work in South Asia. His career has included six years as Deputy Director of the Ditchley Foundation – a pre-eminent venue for the private discussion of geopolitical issues – five years as Special Adviser to a senior UK Cabinet Minister and two years as Expert Consultant to the EU's Directorate of Justice & Home Affairs.

Mr Bhatt is a former Director of the United Nations Association of the UK, and trustee of WaterAid. He is a graduate of Oxford University.

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### **STEPHEN CADDEN**

#### **Managing Director, Mobility, Xyntéo**

Stephen Cadden is based in the US and holds an MBA from the University of Baltimore. Mr Cadden has close to 25 years of experience in the international shipping and logistics industry.

He began his career as a management trainee in a Maryland-based subsidiary of Orient Overseas Investments Ltd of Hong Kong. During the 1990s, he held a variety of management positions within the US subsidiary of Wallenius Rederei, a Sweden-based shipping company. Subsequent to the merger between Wallenius Rederierna AB and Wilhelmsen Lines ASA, Mr Cadden took responsibility for leading the development of the logistics business for Wallenius Wilhelmsen Lines AS, based in London and Oslo. In 2005, Mr Cadden relocated to Seoul, South Korea, to take up the role of International Development Director for GLOVIS, a Korea

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e-based logistics business and Hyundai Motor Group affiliate. In 2007, he returned to Norway to head up the newly formed logistics division for Wilh. Wilhelmsen ASA (WW), as Group Vice President.

Subsequent to his return to the US in 2010, Cadden took on the role of Managing Director of Mobility for Xyntéo. In this role, he has the responsibility for planning and leading the development of Xyntéo's business within the mobility sector.



**PETER CARLIN**

**Senior Advisor, Xyntéo**

Peter Carlin is Senior Advisor at Xyntéo. He has a strong background both as a management consultant and as a director for large multinational companies.

Before joining Xyntéo, Mr Carlin spent three years as Vice President of Marketing at Otrum, a Norwegian hotel television systems company, and three years with AxCel Global Consultants, where he assisted large logistics providers and multinational industrial companies with marketing and sales issues.

During his time at McKinsey & Company's Stockholm and Paris offices, Mr Carlin helped mainly Scandinavian companies successfully resolve sales and marketing challenges in southern Europe. He has also held senior positions at Frigoscandia, Europe's leading frozen food logistics provider, including Vice President of Marketing & Human Resources and Managing Director of its French subsidiary.

Mr Carlin has a Masters in engineering physics from Lund University and an MBA from INSEAD.



### **ANINDYA CHOWDHURY**

**Country Lead, Gas/LNG New Business Development,  
Shell India Markets Private Limited**

Anindya Chowdhury is Country Lead, Gas/LNG New Business developments for Shell in India. A mechanical engineer by training, he has been an energy sector professional for nearly 25 years, including 13 years at Shell, where he was involved in several LNG-led developments in India, one of which (Hazira LNG) is now an operational business.

In 2001, Mr Chowdhury was seconded to the headquarters of Shell International Gas in London where he was involved in mega project developments and strategy in the Middle East and South Asia. On his return to India, he was tasked with governance and strategy related to Shell's Gas & Power business in India, particularly the Hazira LNG venture and new business developments. From 2007 until this year, he was responsible for business development for Shell Global Solutions' commercial services focusing on Indian National Oil Companies.

Mr Chowdhury has previously worked with leading consulting firms and energy companies in India and holds an MBA degree.



### **ANN CORMACK**

**Managing Director, Energy, Xyntéo**

Ann Cormack is Managing Director, Energy at Xyntéo. Before joining Xyntéo, she held various executive positions in Shell over 20 years including front-line business and change management roles as well as in Shell's Global Transformation team. She also ran Shell's global internal consultancy B2B team and the €1bn turnover European Fleet Fuel Cards business.

After leaving Shell, Ann took up a role as MD in the Small Business Service of the UK Government, which involved change management across all central government departments, regional and local government. More recently Ann was CEO of a biofuels JV, 50% owned by BP, growing *Jatropha Curcas* in Indonesia, India and Africa. She is Non-Executive Director of the

UK Government Foreign Office Audit and Risk Committee and is a council member, and the former Chair, of the British Institute of Energy Economics.

Ann holds an MA in German, French and Spanish from Edinburgh University, a post-grad in Russian from Strathclyde University and learned Dutch during her career with Shell.

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### **VAIBHAV DANGE**

**Executive Secretary to National President,  
Bharatiya Janata Party**

Vaibhav Dange is Executive Secretary to National President of Bharatiya Janata Party (BJP), New Delhi. The BJP is a principal opposition party in India and is the ruling party in 9 states. Mr Dange was formerly Deputy Director at FICCI (Federation of Indian Chambers of Commerce and Industry) – India’s Apex Business Chamber. His role involved coordinating with the central and state government’s commerce & industry departments to promote investment. He has also been involved in very large scale investment promotion initiatives such as Vibrant Gujarat, Destination Madhya Pradesh, Resurgent Rajasthan and Advantage Karnataka organised by respective state governments.

Prior to this, Mr Dange was Deputy Director at the Centre for Bharatiya Marketing Development (CBMD) – an organisation incorporated for promotion of Indian economy in the overall framework of Indian values and needs. He was instrumental in making it a pan-India organisation within 6 years, with offices in more than 13 places. Mr Dange has travelled extensively and has developed an in-depth understanding about the state of Infrastructure, trade and commerce in India.

Mr Dange has a Masters in Business Administration with specialization in Finance from Amravati University in 1997. He also successfully completed a programme on ‘Japanese Management Practices’ at AOTS, Tokyo, Japan, the Japanese government promoted organisation for the promotion of Japanese Management Practices in Developing Countries.

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### **MANOJ DAWANE**

**Vice President, Engagement Practices, Ericsson**

Manoj Ramchandra Dawane is Head of Engagement Practices within Region India at Ericsson and a member of the region's leadership team. Manoj joined Ericsson in May 2010 as Head of Strategy & Marketing.

Manoj came to Ericsson with over 15 years experience in the field of Telecom and Software. His last assignment was as Chief Executive Officer and Board Member of Mauj Mobile – wireless division of People Group. As CEO, he led the Mauj Mobile team on their strategic growth path, both in domestic and international markets, addressing telecom operators, media companies, agencies and brands as primary customers. Manoj has worked at senior management level positions with some of the country's leading telecom companies.

Manoj was instrumental in pioneering the prepaid cellular revolution in India, having been involved in the first retail prepaid business called ACE from Hutchison Max Telecom (now Vodafone) in 1997. He also introduced 'Info Services' on the mobile with marketing and entertainment based services during this time frame, paving the way for 'VAS' as an important facet of operator offering to the consumer.



### **DR ARUNABHA GHOSH**

**Chief Executive Officer, Council on Energy,  
Environment and Water (CEEW)**

Dr Arunabha Ghosh is CEO of the Council on Energy, Environment and Water (CEEW) in India. He is an Associate at the Global Economic Governance Programme and a Faculty Associate at the Smith School of Enterprise and the Environment at Oxford University. As member of the UK Royal Society's Solar Radiation Management Governance Initiative, he has co-chaired its 'international governance working group'. He is also a member of the India-US Track II Dialogue on Climate Change and Energy.

Arunabha was previously Global Leaders Fellow at Princeton and Oxford; Policy Specialist at the United Nations Development Programme in New

York; and has worked at the World Trade Organization in Geneva.

Arunabha's interests intersect international relations, global governance and human development, including climate, energy, water, trade and conflict. He works on: climate governance (financing, technology, innovation); geoengineering governance; trade-climate linkages; global energy governance; water governance; and international regime design. He has co-authored three global Human Development Reports and led research on intellectual property, financial crises, development assistance, indigenous people, extremism and violent conflict. He has presented to several parliaments, worked in 26 countries and advocated his work through print and electronic media.

He holds an Oxford DPhil in International Relations and was previously trained in economics, politics and philosophy in Oxford and Delhi.



**BAZMI HUSAIN**

**Country Manager and Managing Director, ABB India**

As the Country Manager and Managing Director of ABB Ltd, India, Bazmi Husain is responsible for the overall strategic direction of the company, which includes 14 manufacturing facilities with over 8,000 employees.

He joined ABB in 1981 as a research and development engineer and has worked for the company in various locations around the world, including Singapore, India, Sweden and Switzerland. In 2002, Mr Husain was appointed the head of ABB's global research centre in Bangalore, and from 2005 to 2009, he was director of its corporate research center in Vasteras, Sweden, as well as leading on global automation technology research.

Before his appointment to his current role in January 2011, Mr Husain headed ABB's global Smart Grid industry segment initiative out of Zurich, developing relationships with partners including General Motors and Deutsche Telekom.

Mr Husain is an electrical and electronics engineer from BITS Pilani and holds an MSc in physics.



### **DR JAMSHED J. IRANI**

**Co-Chairman, GLTE India Infrastructure Partnership**

Dr Jamshed J. Irani is a former Director on the boards of Tata Steel and several other companies, including Tata Sons, Tata Motors and Tata Teleservices.

He began his career in 1963 at the British Iron & Steel Research Association in Sheffield, after obtaining his doctorate from the city's university. He subsequently rose to become head of the physical metallurgy division. On returning to India in 1968, he joined the Tata Iron & Steel Company (now Tata Steel). He retired as Tata Steel's Managing Director in 2001, after serving as CEO for almost a decade.

Dr Irani also sits on the board of the United Nations Global Compact as well as serving as Chairman of the Society and Board of Governors of the Indian Institute of Management in Lucknow, a member of the Global Advisory Board of the Asian Center for Corporate Governance & Sustainability and a trustee of WWF India. In 1997, Dr Irani was given an honorary knighthood (KBE) by Queen Elizabeth II for his contributions to Indo-British trade and cooperation. In 2007, he was honoured by the President of India with the award Padma Bhushan for his services to trade and industry in the country.

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### **PAWAN MEHRA**

**Managing Director, cKinetics**

Pawan Mehra is a serial entrepreneur and investor currently focusing on the issue of scalable sustainability and low-carbon growth as it relates to emerging economies. He has been involved in building and scaling early-stage ventures, first as a venture capital investor in his early career with GVFL and McKenna Capital and, since then, as an entrepreneur with Parsec Interact, Intellectap, and now cKinetics.

Mr Mehra is passionate about bringing about change through market-based-interventions which have been themes in the organizations he is involved with. He serves on the board of the Global Impact Investing Network which represents global investors looking to make socially relevant investments, and continues to advise a number of companies in Asia and the

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US. He is also actively involved with the Give Foundation, the largest online non-profit exchange connecting donors with projects in India; and he serves on its US board.

Mr Mehra has a Bachelors Degree in Electronics and Communications Engineering from Delhi College of Engineering and a Master of Business Administration from the Indian Institute of Management, Ahmedabad. He enjoys long-distance running and meeting real-world heroes. His most precious moments are spent re-learning the finer truths of life from his children.

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### **RAJIV MEHROTRA**

**Chairman and CEO, VNL/Shyam**

Rajiv Mehrotra, a veteran of the telecom industry and a serial entrepreneur, is the founder and Chairman of Shyam – India’s leading diversified telecommunications group. In 1974, as a young electronics engineer, Rajiv pioneered the manufacture of satellite TV equipment that brought cable TV to millions in India. He then took telecom to the masses by installing wireless village telephones (MARR) in over 100,000 villages across India.

He went on to launch Shyam Telecom, now a leading name worldwide for mobile coverage solutions. Hexacom was launched by Rajiv in the Nineties to provide GSM services in Rajasthan, India. He founded Shyam Telelink – now SSTL - which operates MTS mobile services in India. His efforts established Essel Shyam as the leading name in VSAT services in India.

VNL (Vihaan Networks Ltd), launched by Rajiv in 2004, is based on his vision to take telecom to the next frontier - connecting the billions of unconnected across the world using sustainable technology. He sees VNL as a catalyst in the transformation of rural communities through telecom. VNL is a World Economic Forum Technology Pioneer.

His latest entrepreneurial effort, Shyam Networks, is focused on data networks, security and surveillance solutions.

Mr Mehrotra is passionate about innovative product design. His dream is to connect the unconnected. His belief is that sustainable technology based on renewable energy will show the way.

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### **RAMAKRISHNAN MUKUNDAN**

**Managing Director, Tata Chemical Limited**

Ramakrishnan Mukundan joined Tata Administrative Service in 1990, after completion of an MBA from FMS, Delhi University and BE-Electrical Engineering from IIT, Roorkee.

Prior to his current assignment as Managing Director, he headed the Global Chemicals business of Tata Chemicals and has held responsibilities as Chief Operating Officer – Chemicals Business (India) and Head of Mithapur Chemical Complex.

During his 18-year career with the Tata Group, Mr Mukundan has held various responsibilities including strategy & business development, corporate quality, corporate planning, and projects across the chemical, automotive and hospitality sectors of the Tata Group. He has been on the executive committees of various industry forums including the Indian Chemical Council, Automotive Component Manufacturers Association and Alkali Manufacturers Association of India. He is currently Chairman of the Chemicals Council-CII and President of the EU India Chambers.

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### **DR RAMAN NANDA**

**Director, e10Six Inc.**

Dr Raman Nanda in 2008 co-founded e10six, an early stage solar venture which, along with its international business partners, is developing 144Mw grid-connected and captive solar projects. He also serves as an advisor to SoftBank, Renewable Energy, and is a solar entrepreneur, who has developed solar projects in India over the past four years.

Prior to founding e10six, Mr Nanda worked in New York for McKinsey & Co from 2001 to 2005, where he implemented strategic plans and restructuring operations for Fortune 100 companies. In 2005, he joined the Acumen Fund as Director, where he was responsible for managing Acumen's global investment portfolio (35 companies across 8 countries), and its \$50 million financial assets, during a period of rapid international expansion. In 2008, Mr Nanda left Acumen to run a healthcare portfolio

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company in India, working with its management to turn around loss-making operations. Mr Nanda has a PhD from Oxford University, where he studied as a Rhodes Scholar.

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**BAKUL RAJNI PATEL**

**Director of the Board, Infrastructure Development Finance Corporation (IDFC) AMC**

Bakul Rajni Patel is Director of the Board of the Infrastructure Development Finance Corporation (IDFC) AMC.

Previously, she was Chairperson of the Maharashtra State Financial Corporation and a member of the board of directors of the Maharashtra Tourism Development Corporation.

As a member of the India delegation to the UN Conference on Environment and Development in Rio de Janeiro in 1992, Mrs Patel was one of the original signatories to the historic UN Framework Convention on Climate Change. She has also been a member of the Board of Governors of the Tata Institute of Social Sciences, Mumbai, Director of the Population Institute, Washington DC and a member of the Zonal Advisory Board of the Life Insurance Corporation of India.

In October 2006, Mrs Patel became the first Indian to receive the Athena International Award, which recognises women leaders for their excellence in professional and social fields. A former Sheriff of Mumbai, she is the founder Trustee of the Nehru Centre, Mumbai.

Mrs Patel graduated from the University of Bombay with a BSc in microbiology and chemistry. She has Masters in social work from the Tata Institute of Social Sciences, Bombay, and is a Chartered Secretary of the Chartered Institute of Company Secretaries, UK.



### **AMEYA PRABHU**

**Deputy Managing Director, Greenergy**

Ameya Prabhu is a nominee of Blue Crane Holdings on the Board of Directors of Greenergy Renewables. As Deputy Managing Director, he is involved extensively in raising funds for the company and devising its corporate strategy.

Blue Crane Holdings is a company focused on emerging business opportunities in the water and clean energy sectors. Mr Prabhu's areas of expertise include: finance, renewable energy, energy efficiency, power, foreign collaborations and partnerships. Mr Prabhu was previously a Director with Energy India Corporation and was involved in developing thermal and wind power projects in South Asia, including the co-development of a thermal power plant in Maharashtra, India, with a leading European utility. His earlier experience includes stints at IL&FS marine transport division, Enam Consultants, DSP Merrill Lynch and ICICI Bank.

Mr Prabhu holds a Masters degree in financial management from the IE Business School and is a CFA Level II Candidate. He graduated from the University of Warwick with a BSc in economics, politics and international studies.



### **JAYADEVA RANADE**

**Distinguished Fellow, Centre for Air Power Studies,  
New Delhi**

Jayadeva Ranade is a Distinguished Fellow with the Centre for Air Power Studies. He is a security and intelligence expert and a seasoned China analyst with over 25 years experience in this field.

In his previous career, Mr Ranade was Additional Secretary in the Cabinet Secretariat of the Government of India. His foreign assignments have included Hong Kong and Beijing and, prior to retirement in late 2008, he was a Minister in the Indian Embassy in Washington, DC.

Mr Ranade is often requested by leading TV news channels to comment on issues of national interest. He also speaks frequently at international conferences and seminars on China and East Asia. He also writes for national

newspapers, magazines and leading publications, mostly on strategic and security issues relating to China, and has contributed chapters on these areas to four books.

Mr Ranade holds a Diploma of Advanced Proficiency in Chinese from Jawaharlal Nehru University, New Delhi, and a Diploma in Mandarin from the University of Hong Kong.



### **MONTEK SINGH AHLUWALIA**

**Deputy Chairman, Planning Commission of India**

Montek Singh Ahluwalia is currently the Deputy Chairman of the Planning Commission for India. He has been a key figure in India's economic reforms from the early 1980s onwards. He joined the Government of India in 1979 as Economic Adviser in the Ministry of Finance after which he held a series of positions in government. Between 1968 and 1979 he held various positions in the World Bank Research Department. He was the first Director of the Independent Evaluation Office of the International Monetary Fund, a position he took up in 2001, resigning in 2004 to take up his current position.

A prolific writer on various strategic aspects of economics, he has made valuable contributions to a number of prominent Indian and international journals and books. He co-authored 'Re-distribution with Growth: An Approach to Policy', published in 1975, and in 2004 he wrote 'Reforming the Global Financial Architecture', Economic Paper No.41, Commonwealth Secretariat, London.

Montek Singh Ahluwalia has an MA and a M Phil degree from the University of Oxford where he was a Rhodes Scholar. His published works include papers in various professional journals and several contributions to books.



## **MICHAEL TRESCHOW**

**Chairman, Unilever N.V. and Unilever PLC.**

Michael Treschow has been Chairman of Unilever since May 2007. He is also a supervisory board member of ABB Ltd. From 2002 until this year he was also Chairman of Telefonaktiebolaget L M Ericsson. Before joining Unilever, Mr Treschow was Chairman of the Confederation of Swedish Enterprise and Chairman of AB Electrolux from 2004 to 2007. He also served as President and CEO AB Electrolux from 1997 to 2002. Prior to this, he spent 22 years at Atlas Copco AB holding roles including US Area Manager and President and Chief Executive Officer. He has also held non-executive roles with Investor AB, Atlas Copco AB, SKF AB, Saab AB and Parker-Hannifin Corp.

Mr Treschow is a board member of The Knut and Alice Wallenberg Foundation and a member of the Swedish Royal Academy of Engineering Sciences. He is a recipient of the King of Sweden's medal for his contribution to improving Swedish trade, as well as Spanish, French and Belgian honours.

Mr Treschow was born in Helsingborg, Sweden in 1943 and holds a Master of science degree from the Institute of Technology, Lund, Sweden.

## **AROMAR REVI**

### **Director, Indian Institute for Human Settlements (IIHS)**

Aromar Revi is an international practitioner, consultant, researcher and educator with over a quarter century of inter-disciplinary experience in public policy and governance, the political economy of reform, development, technology, sustainability and human settlements.

He is Director of the Indian Institute of Human Settlements (IIHS), India's prospective independent national University for Innovation addressing its challenges of urbanisation through an integrated programme of education, research, training and advisory services.

Mr Revi has been a senior advisor to various ministries of the Government of India, consulted with a wide range of UN, multilateral, bilateral development and private sector institutions and works on economic, environmental and social change at global, regional and urban scales.

He is one of South Asia's leading experts on global environmental change, especially on climate change adaptation and mitigation. He is a member of UNEP's Environmental Foresight initiative, and a Coordinating Lead Author of the IPCC Assessment Report 5 on Urban Areas.

Aromar has led over a hundred major research, consulting and implementation assignments in India and abroad; lectured and taught at close to three dozen of the world's leading Universities and think tanks across four continents; has helped structure, design and review development investments in excess of \$ 4 billion; worked on three of the world's ten largest cities; across twenty-five of India's twenty-eight states apart from multiple international projects in half a dozen countries.

## PARTICIPANTS

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NAME	JOB TITLE	COMPANY
PRAVEEN ARORA	Director - Strategy Consulting	Ericsson India
SHEREEN BAHN	Delhi Bureau Chief and Executive Editor	CNBC-TV18
P BALAJI	Managing Director India	Sony Ericsson
DR SANJAYA BARU	Editor	Business Standard
THOMAS BERGMARK	Senior Advisor	Xyntéo
SUMAN K. BERY	Member	Indian Prime Minister's Economic Advisory Council
UPENDRA BHATT	Managing Director	cKinetics
ASHISH BHATT	Managing Director, Infrastructure	Xyntéo
STEPHAN CADDEN	Managing Director, Mobility	Xyntéo
PETER CARLIN	Senior Advisor	Xyntéo
VINAYAK CHATTERJEE	Chairman	Feedback Infrastructure Services
PRAMIT PAL CHAUDHURI	Foreign Editor	Hindustan Times
ANINDYA CHOWDHURY	Country Lead – Gas/LNG NBD	Shell India Markets Pvt. Ltd.
ANN CORMACK	Managing Director, Energy	Xyntéo
CHESTER CUNNINGHAM	Project Manager, GLTE India Infrastructure Partnership	Xyntéo
VAIBHAV DANGE	Executive Secretary to the National President	Bharatiya Janata Party

<b>NAME</b>	<b>JOB TITLE</b>	<b>COMPANY</b>
<b>MANOJ DAWANE</b>	Vice President, Engagement Practices	Ericsson
<b>ASHOK DAYAL</b>	Former Head	Deutsche Bank, Asia Pacific region
<b>ANNIKA EWERS</b>	Senior Advisor	Xyntéo
<b>RAHUL GANJU</b>	Dy. S&E Manager - South Asia	IKEA Trading HL Limited - India Liaison Office
<b>DR ARUNABHA GHOSH</b>	Chief Executive Officer	Council on Energy, Environment and Water
<b>ARUN GOEL</b>	Vice President - TATA account	Ericsson
<b>JEREMY GREEN</b>	Councillor	Australian High Commission
<b>SANJAY GREWAL</b>	Group Head - Project Finance	IDFC
<b>AJAY GUPTA</b>	Vice President and Head of Strategy & Marketing	Ericsson
<b>VISHAL GUPTA</b>	Director - Operational Development	Ericsson India
<b>NADIM HAIDAR</b>	Director	Kusum International
<b>BAZMI HUSAIN</b>	Country Manager and Managing Director, India	ABB
<b>TORE HØIFØDT</b>	Head of Communications Asia, Pacific & Middle East	Det Norske Veritas
<b>DR JAMSHED J. IRANI</b>	Co-Chairman	India Infrastructure Partnership
<b>DIPAK KRIPALAN</b>	Head - Solutions & Partnerships, Eco Sustainability Services	Tata Consultancy Services

<b>NAME</b>	<b>JOB TITLE</b>	<b>COMPANY</b>
<b>S. LAKSHMI</b>	Global Head, Eco-Sustainability Services	Tata Consultancy Services
<b>NAKUL MALHOTRA</b>	Area Director	Wilhelmsen Ships Service
<b>RAJIV MEHROTRA</b>	Chairman and CEO	Vihaan Networks Limited / Shyam
<b>PAWAN MEHRA</b>	Managing Director	cKinetics
<b>ERNST MEYER</b>	Regional Manager	Det Norske Veritas
<b>DR DINESH MOHAN</b>	Professor Emeritus, TRIPP	Indian Institute of Technology - Delhi
<b>GREGG MOWINS</b>	Regional Purchase Manager	IKEA Trading South Asia
<b>VARUN VIJAY SINGH</b>	Manager, Industria Cooperation	Saab India Technologies
<b>UDIT MATHUR</b>	Senior Advisor, Carbon Finance	British High Commission - DFID India

## NOTES

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## WHAT'S NEXT

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Royal Dutch Shell will host our next Global Leadership & Technology Exchange, to be held in Berlin on 18-19 April 2012. Please make sure you have these dates in your diary!



The GLTE India Infrastructure Partnership will hold its second roundtable meeting in India in 2012. The dates and location will be announced soon!



GLTE was founded by Xyntéo, an international strategic advisory firm that equips business leaders with tools, networks and knowledge to prepare their organisations for the low-carbon economy.

[www.xynteo.com](http://www.xynteo.com)

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