

Minutes of the 2nd Meeting of the Development Council on Automobile and Allied Industries (DCAAI) held on 09.07.2009 in Room 47, Udyog Bhawan, New Delhi

The 2nd Meeting of the Development Council on Automobile and Allied Industries (DCAAI) was held on 09.07.2009 in Room 47, Udyog Bhawan, New Delhi under the Chairmanship of Dr. S.N. Dash, Secretary, Department of Heavy Industry. The list of DCAAI members and special invitees who attended the meeting is placed at **Annex- A**.

Opening Remarks of Chairman DCAAI.

2. Chairman, DCAAI acknowledged the valuable services rendered by Dr. Surajit Mitra, Addl. Secretary, DHI and welcomed Shri. Ambuj Sharma, JS, DHI who will be looking after the automobile sector in DHI.

3. Welcoming the members of the Development Council on Automobile and Allied Industries (DCAAI) and other special invitees, Chairman, DCAAI recalled that in the last meeting, the impact of the economic slow down on the automobile industry was the focal point of discussions. However, this time, he was happy to note that the circumstances are much better and the auto industry seems to be showing signs of recovery after a series of stimulus measures taken by the Government of India. It was mentioned that the results for the auto sector for 2008-09 were not as encouraging as one would have liked, yet we can take heart from the fact that despite the economic slowdown, the sector as a whole witnessed a production growth of 2.96% as compared to the corresponding period last year (CPLY). This was an improvement over 2007-08 which witnessed an overall decline in production of (-)2.29%. Chairman, DCAAI further apprised that the first quarter results for this financial year shows further significant improvement in the performance of the sector with production growth of 9.64% on year to year basis. However, concern remains for the M&HCV and three wheeler sales which have shown decline of (-) 36.44% and (-) 18.9%. Chairman, DCAAI requested the members to go into the reasons why these segments are still negative despite the stimulus given.

4. Chairman, DC, AAI, further informed that the Union Budget for 2009-10, which was announced by the Hon'ble Finance Minister on 6th July, 09, has laid significant emphasis on higher spending on infrastructure. It was felt that this will also be beneficial for the auto sector as the infrastructure spending led demand generation will result in demand being created for the auto sector. He noted that despite the risks associated with heightened fiscal deficit, the government has continued with the reduced excise duty regime for supporting the Indian Industry. This will also help consolidate the gains resulting from the earlier stimulus measures. Chairman, DCAAI noted that the reduction in the additional excise duty for large cars having engine capacity in excess of 2000 cc from the existing Rs 20,000 to Rs 15,000 and the reduction of excise duty for petrol driven trucks are two significant specific measures taken in this year's budget for the auto sector.

5. Chairman, DCAAI further briefed the members about the first 100 days agenda for DHI. This has a number of significant measures relating to the auto sector which includes setting up of National Automotive Design Institute, Auto Component Development Fund, examining the feasibility of setting up of Auto Parks, augmenting and facilitating the existing Auto Clusters and focus on formulation of a skill development plan. Chairman, DCAAI informed that all the recommendations of the DCAAI made during the last meeting were acted upon and ATR was put on DHI website. He felt that during this meeting there needs to be greater focus on present concern areas. While concluding his opening remarks, Chairman, DCAAI requested Shri. Ambuj Sharma to start the proceedings of the DCAAI meeting.

6. Shri Ambuj Sharma, JS (HI) and Member Secretary, DCAAI welcomed the members and informed that the Department of Heavy Industry has announced its agenda for the first 100 days and requested members to give their views, so that a roadmap can be framed based on the suggestions. The specific initiatives listed included the following:

- Developing Auto parks and Auto Clusters.
- Setting up of National Automotive Design Institute (NADI).
- Replication of Intelligent Transport system (ITS) for buses to Mumbai and Delhi.
- Setting up of the Auto Component Development Fund.

7. Inputs given by DCAAI Members:

7.1 **Shri Bijon Nag**, Chairman IFB Automotive Pvt Ltd., informed that they have just commissioned a plant in Thailand and that they have benefitted immensely on account of reasonable cost of setting up plant, power costs which is 50% less than what is charged in India, no power outages, no import duty on capital goods, no import duty on raw material and income tax benefits etc. Therefore, it was, at present, more beneficial to import components from their plant in Thailand. It was emphasized that similar investment incentives and improvements in Infrastructure need to be made in India.

7.2 **Mr. Raghu Mody**, Chairman, Hindustan Composites Ltd., mentioned that ICICI bank wanted to be involved in the proposed Auto component fund. He mentioned that there are already some existing schemes like, shipping development fund, sugar development fund, textile development fund, tea development fund and some funds for small scale and medium industries. He suggested that the auto component development fund can be patterned on the lines of these existing schemes. Shri Mody informed that after the 1st DCAAI meeting, they had applied to RBI for soft loan, and export loan when the crisis were there. He appreciated that after the last DCAAI meeting lot of their problems were resolved in terms of financing, and also appreciated RBI who helped them during the crisis. Shri Mody felt that since upcoming FTAs was an important issue, representative from Ministry of External Affairs may also be invited to the DCAAI Meeting.

7.3 **Dr. Pawan Goenka**, President, Mahindra & Mahindra was of the view that all the five initiatives included in the 100 days agenda are very important and informed that National Institute of Design is already there under Department of Industrial Policy & Promotion. Chairman, DCAAI mentioned that the National Institute of Design has certain courses in automotive design, but the National Automotive Design Institute has been conceptualized to be an exclusive institute for automotive design which will help the auto industries for all their designing requirements. Dr. Goenka further recommended that an actionable plan or blue print for implementing the AMP 2006-16 should be made in order to ascertain shortfalls, if any, in the AMP. Dr. Goenka suggested that this action plan should also be included in the 100 days agenda of DHI and regularly reviewed in the future DCAAI meetings.

7.4.1 **Mr. R. Sheshasayee**, MD, Ashok Leyland informed that as far as the issue of examining the feasibility of setting up of Auto parks and Auto Clusters is concerned, there are already four large well established auto clusters in India at Chennai, Pune, NCR Region and Uttarakhand. It was felt that the implementation of skill development plan would be most appropriate, if this is done in these clusters. It was further suggested that there is a need to address the issues of skill development at both the lower level (shop floor level) and at higher education level. It was suggested that there is no need to set up auto focused courses and programmes in the existing clusters. Mr. Sheshasayee further mentioned that in Uttarakhand there are several outstanding issues related to excise duty exemption, in terms of taxation and implementation of incentives for which he requested department to facilitate their amicable resolution through round table discussions involving the revenue department and the Industry. Mr. Sheshasayee requested that efforts should be made to ensure that there are no open ended issues so that litigation in this regard does not arise in the future.

7.4.2 In the area of Intelligent Transport system (ITS), Mr. Sheshasayee informed that Ashok Leyland had participated in the pilot project for buses undertaken by DS&T at Chennai. He felt that the thrust of this initiative is very good in terms of taking the level of public transport from the current level to a more sophisticated level. He further mentioned that it is not merely the buses that need to be improved but also the transport system as a whole which is essential to encourage people to move towards public transportation. Mr. Sheshasayee further mentioned that this particular initiative was overseen by the Science and Technology Ministry, and is intended to look at the improvement of the traffic management and transport solution in a seamless fashion including the feeder routes, door to door movement with smart cards, passenger information system, routing management system and so on. Mr. Sheshasayee felt that this initiative needed to be integrated with the current JNNURM Scheme for procurement of buses.

7.4.3 With regard to the issue of setting up of National Automotive Design Institute, **Mr. Sheshasayee** mentioned that Ashok Leyland together with Bosch have set up a centre

of excellence for design in IIT – Madras. IIT- Madras is now building this centre of excellence and the courses are dedicated for automotive design. So it was felt that rather than creating a new institution somewhere else, this effort can be enlarged.

7.5.1 **Shri Bhargava**, Chairman, MUL felt that both ITS and setting up of auto component fund are good concepts. Mr. Bhargava opined that ITS will help upgrade public transportation and therefore should be taken up in other major cities as well. However, as far as the auto component fund is concerned it was felt that the operational cost of this scheme needs to be examined carefully. Mr. Bhargava informed that many companies today are not even bankable. One possible way of considering financing of SME auto component companies could be to link their financing proposal with their OEMs to whom such a company is supplying components. This will give an important linkage for the buyer to also get involved.

7.5.2 For National Automotive Design Institute (NADI), **Shri Bhargava** mentioned that at present essentially each automobile company is doing its own R&D and designing activities. This is a very secretive work, and therefore individual companies would not want to get their designing work to be done in some National Institute. It was suggested that in case it was still felt necessary to go ahead with NADI, this should be run on commercial lines /PPP model and should not be a government owned project. Mr. Bhargava informed that the other problem with NADI is that this kind of initiative to supplement design capability would require a lot of skilled people and, at present, the industry is lacking in skilled human resource with adequate competencies in automobile. Shri Bhargava felt that this is an important gap that needs to be bridged. Shri Seshasayee suggested that efforts should be made for development of skills in automotive design, to create a pool of talent of PhDs in automotive design. He was, therefore, of the opinion that NADI proposal should be conceptualized as a centre of excellence which is tied to the academic world doing 3rd party designing and also development of HR competencies in automotive design. Mr. Bhargava agreed with this and also felt that this initiative should support individuals for undertaking their post graduation and PhDs in this area. This initiative should, therefore, create conducive environment to train and educate more and more HRs in the area of auto designing. On the issue of auto clusters, Shri Bhargava felt that this should be based on PPP model and on SEL pattern.

7.5.3 **Mr. A.P.J. Garg**, Representative of TMA mentioned that design work is basically divided into two parts viz., basic and analysis/super specialty part. The basic design which covers 90% of the work can be done by the industry and the remaining part of it, the super specialty or analysis part of it can be assigned to National Automotive Design Institute which can guide the basic designers to give a final touch.

7.6 **Shri Jayant Daver**, Vice President, ACMA felt that a lot of development in soft skilling is required in component industry and funding for this is very difficult. Therefore, funding for soft skill development initiatives can also be thought to be done from auto component development fund. Further, it was informed that ACMA had been running the **UNIDO Cluster programme** for the past 7 years and this is coming to an end now. Shri Daver felt that DHI can consider the possibility of taking over this programme from UNIDO or asking UNIDO to continue the programme for a further period. This would be an extremely important step for the auto component industry. Further, it was also suggested that funding to the R&D initiatives that are being undertaken with Indian & foreign universities can also be included for benefitting from the auto component development fund.

7.7 **Mr. Karl Slym**, MD, General Motors was of the view that the efforts should be to stick to the AMP 2006-16 and review action taken viz-a-viz that.

7.8 **Ms. Renu Parmar**, Advisor, Planning Commission informed that DIPP already has a cluster scheme, IIUS, under which common facilities and infrastructure of a cluster is taken up for improvement/augmentation. It was informed that uptill now, 5 auto clusters have also benefitted from this scheme.

7.9 After deliberations and considering all the facts, Shri Ambuj Sharma, JS(S) & Member Secretary, suggested that a smaller group will be constituted to chart out the road map for these items. This group will also include the representatives from the industry.

8. Agenda Item No. 1 - Confirmation of the minutes of the last meeting of the Development Council on Automobile and Allied Industries.

8.1 JS, DHI informed that the minutes of the 1st meeting of the Development Council on Automobile and Allied Industries held on 01st December, 2008 at Udyog Bhawan, New Delhi, had been circulated and that no comments have been received thereon and accordingly requested for confirmation of the minutes.

8.2 The council confirmed the minutes without any modification.

9. Agenda Item No; 2 – Action taken on the decisions taken in the last meeting held on 01st December, 2008.

9.1 Director, DHI briefed the members about the action taken on the decisions of the 01st meeting of DCAAI. The council appreciated the prompt action taken in respect of all the items discussed in the first meeting.

10. Agenda Item No; 3 – Ratification of the Decisions of the Cess Committee on Projects of Various Testing Agencies sanctioned during 2008-09.

10.1 **DCAAI** was informed that two meetings of the Cess Committee were held under the Chairmanship of Secretary, DHI on 09th January, 2009 and 19th March, 2009 respectively and apprised them about the decisions of the Cess Committee on projects of various testing agencies sanctioned during 2008-09.

10.2 The Committee ratified the decisions of the Cess Committee on projects of various testing agencies sanctioned during 2008-09.

11. Agenda Item No; 4 – Presentation by SIAM & ACMA on the Impact of Stimulus Packages on the Automotive Sector.

11.1 **Presentation by SIAM:** Dr. Pawan Goenka, Vice President, SIAM made a presentation on behalf of SIAM on the impact of stimulus packages on the automotive sector. Dr. Goenka informed the members that due to the global downturn the growth in demand of automobiles has reduced substantially. However, thanks to the prompt and proactive intervention of the Government of India through various stimulus measures, the sharp decline has been arrested and the industry has now witnessed an improvement in performance. The three fiscal stimulus packages by the Indian Government made a big difference in the situation in India. Dr. Goenka, however, cautioned that the vehicle industry in India has still not recovered fully.

11.2 It was mentioned that the fiscal measures like 4% cut in the Cenvat rate in December 2008, Cenvat rate of 10% cut to 8% in February 2009, Service Tax cut from 12% to 10% in February 2009, replacement of government vehicles, thrust by public sector banks to fund auto sector have really helped to boost the auto sector. It was mentioned that the passenger car segment has recorded a positive growth of 3.81%, the three wheelers and the two wheelers have gone by 6.9% and 14.48% respectively, while the commercial vehicles have gone down by 12.87%. As far as the export performance of auto sector is concerned, it was informed that almost all the segments of the industry have witnessed the negative growth except the passenger vehicle segment.

11.3 Dr. Goenka on behalf of SIAM recommended that the following key actions should be taken up at the earliest.

- Time bound implementation of AMP – Regular meetings of IMGs and feedback
- Fleet Modernization and Replacement of STU Buses
- Rationalization of Excise Duty
- Flow of Finance and Interest Rate: Repossession Guideline
- Export Package

- No action should be taken which increase input costs - Import Restrictions, License, Anti-Dumping, Safeguard
- Address Human Capital Challenges

11.4 **Presentation by ICRA:** Thereafter, **Mr. V. Sriram**, Representative of ICRA Management Consulting Services made a brief presentation on the need for Establishing National Automotive Institute in order to make India self sufficient in availability of skilled manpower for sustaining growth & increasing competitiveness of the Auto Industry.

11.5 At the outset, it was informed that the by 2022, the automotive industry would employ 35 million people at various levels out of estimated figure of 500 million people in all sectors. The need for an apex institution/body is required because the productivity and skills improvement are key for improving competitiveness of the Indian auto sector. In addition, this would be an essential and necessary step for taking up new challenges and requirements of the auto sector such as fuel cells, electric cars, new materials, telematics and mechatronics. It was further felt that the defining requirements to address issues such as Inspection and Maintenance, Unified approach to curriculum development, liaising with other bodies (ITIs, ATIs, NATRIP, AICTE, IITs, IISc), developing India's skill-development infrastructure would be some of the possible important functions that can be taken on by this apex body.

11.6 Members were informed that such a coordinated intervention is essential in order to make changes in course and curriculum structure, Introduction of short term courses, for training unskilled manpower into semi-skilled / skilled manpower, establish "Centres for Excellence in Auto Industry" and developing auto training centres at various auto clusters and at various cities / towns depending on manpower requirements in the areas and finally for co-coordinating with other government agencies and institutions to implement changes.

11.7 It was proposed that National Automotive Institute should be developed as a PPP initiative and be promoted by Government of India and industry bodies (e.g. SIAM / ACMA) with equity participation from the Government. It was suggested that NAI should be headquartered at Delhi (NCR) and have four regional offices (East, West, North and South). The branches of NAT could also be opened in other locations as and when required. It was proposed that NAI will be managed by a Governing Board with participation from the Government of India, promoting bodies and industry representatives. ICRA informed that the initial cost of setting up NAI will be approximately Rs. 40 to 50 crore (predominantly land and building and training facilities) and subsequently NAI can become a financially self-sustaining organization in 2 years' time.

11.8 Shri Bhargava, Chairman, MUL felt that NAI is not really required and that the HR development needs can be met by different companies through their own in house

initiatives. DG, SIAM differed and informed that this is a pressing need for the industry that needs to be addressed at the earliest. After deliberations, it was decided that the concept of having a body to coordinate skill development for auto sector will be further refined. The report of ICRA can be taken as the starting point by a smaller group, which can make recommendation in this regard.

11.9 Presentation by ACMA: Shri. J.S. Chopra, President, ACMA made a presentation on the current status opportunities & challenges in the Auto-Component Industry. Presenting the statistics of Industry Performance in 2008-09 by taking trend analysis of 68 listed companies, it was mentioned that the top-Line growth has reduced from 5-year CAGR of +17% to 5.2% and bottom-line growth has gone down by -51.6% and still reducing.

11.10 President, ACMA appreciated the measures taken by the Government in the stimulus packages that helped the Auto Component Industry. These measures included restructuring of Loans allowed by RBI to avoid NPA, Interest rate subvention of 2% on pre and post shipment credit to MSME exporters, reduction in Repo and Reverse Repo rates by RBI which increased liquidity, rollback of DEPB benefits to the pre-revised (higher) rates for helping exporters, persuasion of ECGC to provide risk insurance covers for exporters to US market, reduction of Cenvat Rate to 8% which reduced the overall cost structure of industry and allowing of NBFCs access to ECBs along with greater participation of PSU Bank finance in vehicle financing etc.

11.11 It was reiterated that shift in manufacturing capacities from high-cost countries to low-cost countries is not leading to benefits for India as other LCC are attracting investments through incentives. Indian Companies are also going slow on expansion due to recession. It was mentioned that more investment is getting re-directed to ASEAN countries, like Thailand, which are offering huge incentives for attracting investments in auto component industry. Therefore, India needs to compete appropriately.

11.12 Shri Chopra, President ACMA requested that Government should explicitly support the auto component industry through a comprehensive Investment Policy Package comprising of a 5-8 years corporate tax holidays for incremental / greenfield investments of more than Rs. 50 crores, exemption of Customs Duty on raw material and capital goods, and re-introduction of Investment Allowance @ 25% on acquisition of plant & machinery, under Section 32A of the Income Tax Act.

11.13 Shri Chopra felt that there is a strong need to evolve a Focused Sectoral Policy for export of Auto-Components, maintained through a stability of Policies e.g. DEPB for at least 3-4 years, protection and enlargement of existing markets: USA and EU. Focus on Specialist Auto Shows in EU and USA, by promoting “New/Emerging Market Development” with focus on Iran, Russia, South Africa, inclusion of all auto-components

under the Focus Product Focus Market Scheme, and by extending Tax Holiday to EOUs in line with SEZs.

11.14 Shri Chopra apprised the DCAAI that AMP 2016 envisions auto-component industry investment of US \$ 1.5 billion on an annual basis till 2016. This will mean an incremental investment of upto US \$ 15 Billion by 2016. Therefore, it was felt that it is Imperative to make available funds for growth. Shri Chopra, President ACMA recommended for setting up of a Modernisation fund for Auto Component Industry with a corpus of Rs.1000 crores.

11.15 In respect of area of human resources development, Shri Chopra felt that Government should concentrate on areas like manufacturing management, promotion of R & D through Education & Training, emphasis on development of “electronics” and software capabilities of automotive engineers, shifting of Focus from Manual Skill Sets in ITIs/ ATIs to Teaching of skills in area of TPM, Mechatronics, Low Cost Automation, Process Improvement Techniques, Best Practices, Industrial Waste Disposal Techniques, Environmentally sustainable manufacturing techniques, etc. It was also recommended that Government should consider providing 150% Weighted Deduction under the Income Tax Act for Expenditure Incurred by Industry in Skill Building and Imparting Higher Vocational Training to the Workforce. While concluding, President ACMA requested DHI to consider taking over of the ACMA-UNIDO-GOI project for productivity_clusters which will come to an end in December 2009. SHI & Chairman, DCAAI informed that this can be considered and requested ACMA to provide the details in this regard.

11.16 Agenda Item No; 5 – Presentation by NATRiP on the Concept of “National Regulatory Authority on Automotive Testing (NRAAT)”. Shri Rajesh Singh, CEO&PD, NATRiP gave a detailed presentation on the need and rationale for setting up of the National Regulatory Authority on Automotive Testing (N-RAAT). The presentation was based on a detailed study that had been carried out by NATIS through a committee of experts.

11.17 CEO&PD, NATRIP apprised DCAAI that in terms of the inter-ministerial consultation carried out for seeking cabinet approval for NATRIP, it was proposed that along with the state-of-the-art testing and validation infrastructure under NATRIP, a regulatory mechanism would also need to be set up. The regulatory mechanism would ensure emergence of healthy competition amongst principal homologation centres, maintaining of quality of service being offered, accreditation and benchmarking of facilities as also for fostering collaboration on issues of research and development in furtherance of the public interest.

11.18 CEO&PD, NATRIP further felt that with significant progress in the project implementation, this is the right time for initiating action in this important initiative. It was

also informed that the setting up of a national regulatory authority is also important on account of the following reasons:

- a). Under NATRiP, there will be 5 Greenfield and 2 Brownfield upgraded test centres for homologation, testing and R&D needs of the automotive industry in the three auto hubs. There is a need to regulate the functioning of these test centres with respect to fair competition/ Collaborative approach/ customer focus and service to the automotive industry in particular and public at large.
- b). Most of the countries have single certification authority. i.e., though multiple test centres are authorized to conduct testing, these test centres only issue test reports. NRAAT can issue test certification reports based on the test reports submitted by the testing agencies. This ensures uniformity in certification and helps in recognition of certificates by other Contracting Parties.
- c). Currently the standard making body i.e. AISC is functioning with ARAI. However to avoid conflict of interest this function should be independent of the testing agency and vested with the proposed regulatory body. This would also make the entire process more efficient by eliminating multiplicity of agencies and would act as a single window for regulating the safety and emission regulations for the automotive industry.
- d). Testing agencies being created under NATRIP would be autonomous, and would compete with each other for testing business. To ensure fair competition, regulation of testing charges for homologation is essential. The testing agencies however would have freedom to devise Development Test Charges based on market and their input costs.

11.19 In the case of regulation of test charges for Homologation and Fair Competition, Mr. R.C. Bhargav termed this as being potentially anti competition. It was felt that since independent bodies will function autonomously and bodies charge their customer on a fair basis, then N-RAAT should not interfere or regulate these charges.

11.20 CEO, NATRiP further apprised DCAAI that the NRAAT Governing Board is proposed to be headed by a Chairperson & not more than five members, appointed by the Central Government, having knowledge and experience in Automotive Engineering, Applied Research & Development, Finance, Administration, Legal Affairs, etc. NRAAT secretariat headed by a Director General to function under the Governing Board Chaired by Senior Government Functionary and Members from Ministries –MoHI&PE, MoSRT&H, MoEF, DST, MoP&NG and Industry – ACMA, TMA & SIAM. The following divisions were proposed in NRAAT:

- Certification, Accreditation & Test Fees Regulation, Testing data warehousing
- Regulations Study & Data Management

- New Vehicle Assessment
- R&D Projects
- Promotion & Cooperation
- HR, ADMN and Finance

11.21 As far as the fund requirement for the authority is concerned, it was informed that this will come from the proceeds of the research studies, consultancy etc. undertaken and from the R&D Cess fund collected by Government of India. The Authority should also be empowered to get contributions from national and international bodies involved in similar activities. In addition, the Authority should be empowered to charge fees for trainings and consultancies it may provide as part of capacity building endeavour.

11.22 After due deliberation of facts and information, the council directed to get the information of the certification bodies set up in other countries and how these bodies are organized in those countries. It was further directed to circulate a brief paper on this proposed body to the members in order get their views.

12. Dr. Goenka appreciated Dr. Surajit Mitra for his contribution to the auto industry and welcomed Shri. Ambuj Sharma.

There being no other item on the agenda, the Meeting concluded with a vote of thanks to and from the chair.

Annexure A

List of Participants in 2nd Meeting of the Development Council on Automobile and Allied Industries (DCAAI) held on 09.07.2009

S.No.	Name & Designation
1.	Dr. S.N. Dash, Secretary, DHI & Chairman
2.	Shri. Ambuj Sharma, Joint Secretary, DHI
3.	Shri. L.N. Gupta, Joint Secretary, MoPNG
4.	Ms. Renu Parmar, Adviser, Planning Commission
5.	Mrs. Mridul Jain, Director, Deptt. of Commerce
6.	Shri Alok Chopra, OSD(TRU), D/o Revenue, MoF
7.	Shri. R.C. Bhargava, Chairman, Maruti Suzuki India Ltd.
8.	Dr. Pawan Goenka, President, Mahindra & Mahindra
9.	Shri. R. Sheshasayee, MD, Ashok Leyland
10.	Shri, Karl Slym, President & MD, General Motors India
11.	Shri. Raghu Mody, Chairman, Hindustan Composites Ltd.
12.	Shri. Bijon Nag, Chairman, IFB Automotive Pvt. Ltd.
14.	Shri J.S Chopra, President, ACMA
13.	Shri. Jayant Davar, Vice President, ACMA
15.	Shri S.K Garg, Member TMA
16.	Shri A.J.P Garg, Member TMA
17.	Shri Gaurav Dave, Joint Secretary, NMCC
18.	Shri. S.R. Marathe, Director, ARAI
	(Special Invitees)
1.	Shri. Vikram Gualti, Director, DHI
2.	Shri. Sushil Lakra, Industrial Advisor, DHI
3.	Shri. Rajesh Singh, CEO&PD, NATRiP
4.	Shri. Dilip Chenoy, DG, SIAM
5.	Shri. Vishnu Mathur, ED, ACMA
6.	Ms. Subhag Naqvi, ACMA
7.	Shri P.K Chaudhary, Vice Chairman, ICRA Management Consulting Services (iMACs)
8.	Shri V. Sriram, GM, ICRA Management Consulting Services (iMACs)
9.	Shri Bhaskar Som, AGM, ICRA Management Consulting Services (iMACs)

