

## **Minutes of the 3<sup>rd</sup> Meeting of the Development Council on Automobile and Allied Industries (DCAAI) held on 22<sup>nd</sup> Feb, 2010 in Room 47, Udyog Bhawan, New Delhi**

The 3<sup>rd</sup> Meeting of the Development Council on Automobile and Allied Industries (DCAAI) was held on 22.02.2010 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. Welcoming the members of the Development Council on Automobile and Allied Industries (DCAAI) and special invitees, Chairman, DCAAI recalled that the first meeting of the reconstituted council on was held in the backdrop of the economic downturn which had a severe impact on the automobile industry. The deliberations helped shape a number of important measures taken by the government to help the industry tide over the downturn. At the time of the second meeting held on 9.7.2009, the industry was showing positive sign of recovery from the downturn after a series of subventions by the Gol. Chairman mentioned that it was very heartening to note that this meeting is being held in an atmosphere of great optimism as the industry has rebounded back remarkably well and is now very much back on the development track as enshrined in the AMP 2006-16. Chairman, noted that in January, 2010, the overall production of vehicles has recorded a growth of 53% whereas the cumulative production during April-January, 2010 has recorded a growth of 23.07% respectively over the corresponding month/period in 2008-09. Similarly, the domestic sale and exports for the month of January, 2010 has recorded a growth of 44.94% and 45.69% respectively and the cumulative figures for domestic sale and exports for April-January, 2010 has shown a growth of 24.30% and 13.24% over the corresponding month/period during 2008-09.

3. Chairman informed that in the last meeting, the discussions had taken place on some of the key important initiatives for the automobile sector such as setting up of National Automotive Design Institute (NADI), setting up of Auto Component Development Fund, setting up of new Auto Cluster as well as augmenting the facilities in the existing Auto Clusters, formulation on Skill Development Plan for Automotive Sector, constitution of National Regulatory Authority on Automotive Testing (NRAAT). The suggestions of the Council members on these matters were referred to the Joint Working Group (JWG) and other groups for further developing and crystallizing these initiatives. These Groups have had discussions and have come up with their recommendations. Concluding his opening remarks, Chairman DCAAI requested Shri Ambuj Sharma, Joint Secretary, DHI to start the proceedings of the DCAAI meeting.

### **4. Agenda Item No. 1 - Confirmation of the minutes of the 2<sup>nd</sup> meeting of the Development Council on Automobile and Allied Industries held on 09<sup>th</sup> July, 2009.**

4.1 Shri Ambuj Sharma, JS, DHI welcomed the members and informed that the minutes of the 2<sup>nd</sup> meeting of the Development Council on Automobile and Allied Industries held on 09<sup>th</sup> July, 2009 at Udyog Bhawan, New Delhi, had been circulated and

that no comments have been received thereon and accordingly requested for confirmation of the minutes.

**4.2.** The council confirmed the minutes without any modification.

**5. Agenda Item No: 2 – Action taken on the decisions taken in the last meeting held on 09<sup>th</sup> July, 2009.**

**5.1** JS, DHI briefed the members about the action taken on the decisions of the 2<sup>nd</sup> meeting of DCAAI. The council appreciated the prompt action taken in respect of all the items discussed in the second meeting.

**6. Agenda Item No: 3 – Ratification of the Decisions of the Cess Committee on Projects of Various Testing Agencies sanctioned during 2009-10.**

**6.1** DCAAI was informed that the meeting of the Cess Committee was held under the Chairmanship of Secretary, DHI on 23<sup>rd</sup> December, 2009 and also apprised about the decisions of the Cess Committee on projects of various testing agencies sanctioned during 2009-10.

**6.2** Shri R.C. Bhargava, Chairman, Maruti Suzuki Ltd., advised that the intended outcome of these projects should also be reported so that the members are aware as to what would be the end object of these projects. It was further advised to also mention the duration of the period and the area in which the project is concerned. It was informed that while this information was contained in the detailed enclosures, a summary of this would also be presented to the council.

**6.3** The Committee ratified the decisions of the Cess Committee on projects of various testing and R & D agencies sanctioned during 2009-10.

**7. Agenda Item No: 4 – Presentation by ACMA on Auto Cluster Development Programme with UNIDO and Discussion on Industry views on Auto Cluster Development/Upgradation and Possibility of Setting up of new Auto Cluster.**

**7.1 Presentation by ACMA:** Shri Jayant Davar, President, ACMA made a presentation on behalf of ACMA on the issue. A copy of the presentation is at **Annexure B**. It was informed that the existing cluster projects funded by IPP addresses highly localized needs of industry in a specific geographical area. Secondly, productivity Clusters started by MSME Ministry also have many limitations e.g. cumbersome process, need for formation of SPVs, highly localized coverage and no provision for administering the Clusters. Thirdly, UNIDO Partnership Programme under IPP is limited to some regions and geographical area and does not cover the entire country. ACMA president

strongly emphasized that the need of the Auto-Component Industry is for a comprehensive, Pan-India Programme rather than fragmented schemes.

7.2 It was mentioned that The GOI-UNIDO-ACMA Programme already exists and has operated very well for last 10 years. Funding was provided by IPP for first 5 years and then by DHI for next 5 yrs. More than 120 SMEs were covered in the 10 year Programme. The programme came to an end in December 09. The new UNIDO-IPP Project that has recently been launched addresses only some parts of the country and is not Pan-India. A Pan-India extension of programme is urgently required to continue the Programme without a break.

7.3 The purpose of auto cluster program with UNIDO is to enhance the performance of domestic SMEs in the automotive component industry in terms of quality, cost and delivery. To achieve this objective, well trained national experts and business support institutions will provide high-quality, sustainable services to local automotive component suppliers in the fields of continuous improvement, quality issues, and lean manufacturing tools. This program will also help in consolidation of the institutional set-up and the extension of the pool of well trained national counselors that has been built up over a period of time.

7.4 With this intervention, it is expected that the Indian component manufacturers in the clusters will apply state-of-the-art methodologies for process & productivity improvement and become more productive and competitive. This will help upgrading and enhancing the competitiveness of lower tier suppliers over a 36 month period.

7.5 These measures will help improve the overall performance of SME's on various parameters like productivity improvement by reducing wastages in the processes, reduction in customer complaints, rejections and customer returns, reduction in inventory at different stages, reduction in time for changing Tooling and Dies (SMED), reduction in machine breakdown time and improvement in overall equipment efficiency (OEE), with the active involvement of all the employees in the process of improvement.

7.6 It was mentioned that this type of project is covered in the Industries Development & Regulation Act, 1951, which stipulates the various type of activities that can be taken up by DCAAI through the collected Cess funds. Accordingly, ACMA requested DCAAI to consider approving a tentative annual funding of around Rs. 2 to 2.5 crore for this purpose for at least 3 years Programme i.e., a total fund commitment of around Rs. 6 to Rs 7.5 crores over a 3 year period. It was suggested that the project could be reviewed periodically and extension be given beyond 3 years based on performance of the programme.

7.7 After due deliberation, the council approved, in principle, the proposal of ACMA.

7.8 **Presentation by SIAM: Shri S Sandilya**, Vice President, SIAM made a brief presentation on the Indian automotive industry and its performance. This is at **Annexure C**. It was informed that in the recent past the passenger car segment has recorded a positive growth of 17%, three wheelers and the two wheelers have grown by 18% each, while the commercial vehicles have grown by 2%. As far as the export performance of auto sector is concerned, it was informed that almost all the segments of the industry have witnessed positive growth.

7.9 Shri Sandilya suggested that the following measures should be considered which will help further boost the auto sector:

- Excise duty on cars other than small cars should be at par with Central CENVAT /GST rate
- Concessional Excise Duty Structure/ Equivalent GST should be applicable on small cars, MUVs, two wheelers, three wheelers and commercial vehicles
- Concessional Excise Duty Structure/ Equivalent GST should be applicable on MUVs which continue to attract high rate of excise duty
- Additional excise duty of Rs 15000/- levied on MUVs and Passenger Cars (other than small cars) should be withdrawn
- Eliminate Rs 10,000 specific excise duty on chassis of vehicles upto GVW of 5 MT (HS 870421/31)
- Extend taxi refund for 8 – 13 seater vehicles

7.10 Shri Sandilya viewed that the Indian auto industry can play a significant role in design and manufacture of environment friendly vehicles. It was suggested that Incentives be given for encouraging Electric/ Hydrogen/ Fuel Cell and Hybrid Vehicles (including micro-hybrids with stop start technology). These incentives could be in the form of income tax relief on purchase of these vehicles and following slabs for deduction from income were suggested:

- Rs 100,000/- for cars
- Rs 30,000/- for two wheelers
- Rs 50,000/- for three wheelers
- Rs 200,000/- for commercial vehicles

7.11 Further, Shri Sandilya mentioned that no concession on import duty on EFV (including Hybrids), should be given or else it will create market distortion and adversely impact on domestic vehicle manufacturers and may also lead to missing of AMP targets. On the issue of fuel efficiency, it was informed that Industry is already voluntarily declaring fuel efficiency at point of sale and that the fuel efficiency of all vehicles are also available on the SIAM website. It was viewed that the Ministry of Road Transport & Highways which is regulating Safety & emission Regulations should also deal with the issue of fuel efficiency and that Ministry of Power through BEE should not become another regulating body for the automobile sector.

7.12 DCAAI members were informed that the BS IV norms will become applicable in 11 cities and BS III norms in rest of the country with effect from April 1, 2010. However, since the availability of requisite fuel for BS III is uncertain, MOPNG is planning a roll out of the higher emission norms on a phased basis in different states. It was viewed that this in itself will create tremendous confusion and is not a practical way ahead. In the wake of these developments SIAM requested that this matter needs to be taken up urgently with the MoP&NG, and MoRT&H for smooth implementation of Emission norms.

7.13 **Shri Bhargava**, Maruti Suzuki Ltd., mentioned that the deadline for higher emission norm should be treated as sacrosanct and that these deadlines should not be changed at the last minute, otherwise the auto industry would face a tremendous amount of loss. Since the auto industry had been asked to be ready by April 1, 2010, huge investments have already been made by it, and if the MoP&NG cannot provide the supply of fuel by 1<sup>st</sup> April, 2010, then the import of the same or other measures should also be considered to make it available. **Chairman, DCAAI** agreed with the fact that the roll out on a phased basis is not a workable proposition.

7.14 SIAM further informed that recently the national bio-fuel policy has set a target of 20% blend of biofuels-bioethanol and biodiesel by 2017. It was also mentioned that while setting these targets neither Industry nor the Department of Heavy Industries and Ministry of Road Transport & Highways (MoRT&H) was properly consulted. The assured availability of ethanol is an issue and this target will not be achievable.

7.15 **Presentation by SIAM:** SIAM was requested to make the presentation on the **skill development initiatives** for the automobile sector. **Shri Vishwanath**, made a brief presentation on the proposed Automotive Skill Development Council on behalf of SIAM. A copy of this is at **Annexure D**. It was informed that the challenge for automobile sector with respect to Human resources is not only one of larger numbers of Human resources required across the entire value chain of the industry but also of the quality of manpower available. Unless immediate holistic action is taken immediately, this is only like to get more severe in the future as the industry grows. It was felt that while there may be adequate number of ITIs/Engineer's/P.G's, becoming available but the knowledge and skills that is being imparted is not appropriately matched to requirements. There is lack of adequate infrastructure in these institutions and the syllabus being used is also obsolete. The main reasons for skill gaps in the auto sector is due to inadequate number of Auto related courses in engineering colleges, no employability focused skill development, outdated course contents, lack of infrastructure & equipment including machines, testing laboratories etc, poor industry-academia interaction, Low awareness of industry requirements by academic bodies (NCVT, AICTE), no modular courses to increase skills, insufficient number of training/ certifying bodies and no skill standardization

7.16 It was proposed that Automobile Sector Skill Development Council (ASDC) should be developed to fill the gap in availability of skilled manpower for sustaining growth & increasing competitiveness of the Auto Industry. It was proposed that this be promoted jointly by Government of India and industry bodies (e.g. SIAM / ACMA) including participation from agencies like NSDC, NATRIP etc. The Development council was further briefed that the scope of Automobile Sector Skill Development Council (ASDC) is to facilitate changes in course & curriculum structure through academic bodies & industry, convert new technology (fuel cells, hybrids, electric, mechatronics) into teaching modules, introduction of short term courses to convert unskilled manpower to skilled/ semi skilled, establish centre of excellence & auto training clusters, coordinate with Govt. agencies & institutions to implement changes and finally to evaluate opportunities to use existing legislations (e.g. Apprentice Act) for skill development. It was emphasized that PPP structure may be the ideal structure to meet the objective of this initiative. It was proposed that NAI would be managed by a Governing Board with participation from the Government, key association members, leading industry figures & professionals. As far as the Detailed Project Report (DPR) is concerned it was informed that iMaCS has been contracted to conduct a detailed feasibility study and address the key issues for setting up ASDC and that the detailed report (DPR) will be submitted by SIAM/ ACMA within a month.

7.17 **Mr Bhargava** mentioned that there is a need to develop a good PPP model which enables the government and industry work together; and the management of the ITI's has to be with the industry. **Shri Dilip Chenoy** clarified that ASDC does not envisage adoption of any ITI's and that the key objectives as envisaged by the Ministry of Labour would be knowledge development and development programmes using technology and new ideas, industry participation in curriculum development, developing a program for training the trainers and perhaps for a common entrance for ITI's and to identify the certifying authority for this purpose.

**8. Agenda Item No: 5 – Presentation by NATRiP on the Setting up of of “National Authority on Automotive Testing (NAAT)”**. **Shri Rajesh Singh**, CEO&PD, NATRiP gave a detailed presentation on the need and rationale for setting up of the National Authority on Automotive Testing (NAAT).

8.1 CEO&PD, NATRIP apprised DCAAI that in terms of the inter-ministerial consultation carried out for seeking cabinet approval for NATRIP, it was proposed in the Detailed Project Report that Government will set up a authority to oversee functions of the (NATRiP) centres, to foster a healthy competition amongst them and also to act as an appellate and accreditation authority to these centres.

8.2 It was recalled that earlier a presentation was made before the DCAAI in its 2nd meeting in July 2009, detailing the concept of such a body, its need, role and functions, composition, etc., The council had directed to get the information of the certification bodies set up in other countries and how these bodies are organized in those countries.

8.3 Accordingly, NATRiP contacted European agencies like IDIADA of Spain, and VCA of UK to understand the methods adopted in various countries. The following key points emerged:

- Fees for issuance of certification is country specific in the European Union.
- The Test Agencies are independent and the test fee is driven by the market and competition.
- The test fees are dependent on the type of test and volume of business and can vary from customer to customer.
- Within EU due to market competition, the test fee for a particular test by different agencies is similar.
- The Government also takes care of auditing and authorization of test centers for performing the tests as per different regulations, as envisaged in NRAAT.

It was informed that therefore the NRAAT proposal has been suitably revised to exclude regulation of test charges as one of the functions of the proposed body.

8.4 It was informed that based on the practice in other countries, it is envisaged that NAAT will support the principal regulator (DRT) for carrying out their duties in respect of all regulatory aspects and would also strengthen Govt. regulatory functions by providing technical support, research based data inputs, knowledge management, certification process audit, and international regulatory requirements.

8.5 **Shri Bhargava** asked about the details of other countries where this kind of supervisory body for testing centres exists. It was informed that there is perhaps no other country where the government has set up so many automobile testing, homologation and R&D centres simultaneously. Since NATRiP is setting up/upgrading seven testing and R & D centres across the country this type of structure would be a necessity. CEO, NATRiP emphasized that the need for setting up of NAAT is to carry out the following important activities:

- Requirement of Collaborative working – synergizing the resources of the centres, development of Centres of Excellence, interface of centres with outside stakeholders, upgradation and expansion
- Human Resource development –R & D focus, creating “automobile scientists” with automobile R&D focus. This initiative will also help developing the human resources for the industry requirements.
- Building the automotive R&D networks — create industry-academia--government collaborations, would help in filling R & D gaps with outside expertise. In this regard it was emphasized that currently India lacks any kind of collaborative

working in the automobile industry which involves the academia, industry and the government. It is proposed that this body would help facilitate this on the Fraunhoffer model. This would be one of the essential ingredients in case the Indian automotive industry is to grow into a major world player and for India to develop as the automotive R&D hub for the world.

- This body would cover all aspects of automobile life cycle – from Design and styling, Testing & certification, INCAP, I&M to the End of life, recycling and Re-manufacturing issues etc.
- Policy formulation, regulation development support to the various ministries of government of India.
- National repository of automotive data, ITS, Telematics, Electric Mobility etc.

8.6 **CEO, NATRiP** further apprised DCAAI that NAAT Governing Board is proposed to be headed by a Chairperson & members from all stakeholders, appointed by the Central Government, having knowledge and experience in automotive engineering, applied Research & Development, finance, administration, legal affairs, etc. NAAT secretariat would be headed by a Director General to function under the Governing Board Chaired by a senior Government functionary and Members from all the stakeholder Ministries like DHI, MoRTH, MoEF, DST, MoP&NG, the testing centres and the Industry – ACMA, TMA & SIAM. The following divisions are proposed in NAAT:

- Oversight/Audit/Accreditation of test facilities
- Regulation study & Data Management
- Special Programmes – INCAP, I&C and ELV
- R&D Projects
- Promotion & Cooperation
- Electric Mobility & Alternative Propulsion
- Finance, Administration, Legal & HR

8.7 As far as the fund requirement for the authority is concerned, CEO, NATRiP informed that NAAT would require minimal budget for setting up as the facilities like office space, manpower & other office infrastructure currently with NATIS can be used. Initially the GC of NATRIP can function as the interim Board for NAAT. It was estimated that approx. Rs. 5 crore would be required towards initial setting up costs which could be sanctioned from DCAAI/Cess funds as one time funding for the authority and other possible funding sources could be from the proceeds of the training & consultancy services, R&D works and data generation, fees for oversight/audit/accreditation and by implementing programmes like INCAP, ELV, I&C etc. The Authority should also be empowered to get contributions from national and international bodies involved in similar activities.



8.8 **Shri Bhargava** indicated his concerns and mentioned that rationale for having NAAT needs to be properly evaluated.

8.9 **Shri Vikram Gulati, Director, DHI**, mentioned that in the present context adequate number of automobile scientists and R&D professional with the requisite competencies are not available in our country. It was further briefed that in future the seven centres are going to grow and coupled with the needs of industry, there would be a need for human resources for automotive engineering, which this initiative would help to supplement. The example of ARAI was given where it was appraised that ARAI is entering into an area of developing manpower both in the middle level and also at the apex level. It was informed that ARAI now have a post graduate programme and also working towards having a full-fledged Ph. D programme with a tie up with academic institutes in India and abroad. It was reiterated that this is an important role which this body (NAAT) could play effectively.

8.10 **Shri Marathe, Director, ARAI**, informed that on the testing side with different centres coming up the need for ensuring standard quality of testing in all these centres and the test results from these centres also have to be comparable. It was felt that this is an important requirement which NAAT can help fulfill. In this regard it was informed that internationally also this requirement is becoming very important as recently in WP 29, an instance of wrong certification was reported. It was accordingly emphasized that there is a need to ensure the quality of testing and benchmarking of test facilities.

8.11 **Shri Ambuj Sharma** mentioned that there is a need to have an apex body like NAAT to coordinate the growth and quality of these centres as all the seven centres would not be on equal footing in the beginning and some of them would not even be self sustainable to start with. In view of the future technologies, future testing and R&D requirements and in view of the intended nine centres of excellence that are envisaged to come up a centralized body is required for overall coordination among these centres, to optimize their resource utilization and guidance along with technical audit for ensuring quality and correlation of test results. It was decided that this initiative would be taken ahead taking into account the concerns of the various stakeholders.

9. **Agenda Item No: 5 – Presentation by NATRiP on the Setting up of “National Automotive Design Institute”**. **Shri Ranojoy Mukerji, Advisor Communication, NATRiP** gave a detailed presentation on the National Automotive Design Institute. Shri Mukerji apprised the members that as per the Automotive Mission Plan 2006-2016 (AMP), setting up of a National Automotive Design Institute (NADI) is one of the key recommendations. It was informed that this issue was also taken up for discussion during the second meeting of the DCAAI held in July 2009. Some of the important observations made by the DCAAI members were as under:

- It would be an exclusive institute for meeting all designing requirements of auto industry.

- Centre of Excellence for third party designing and for developing HR competencies.
- To cater to super specialty or analysis part of the design to guide the basic designers to give a final touch.
- The proposed institute should be run on commercial lines /PPP model and should not be a government owned project.

9.1 Accordingly, to further deliberate on the issue, a core group was constituted by DHI with CEO - NATRiP as Chairman and with Director Auto-DHI, Director-NID, DG-SIAM, ED-ACMA, design centre in charge -General Motors, and representative from Indian Design Council as members. Under the core group a sub – group comprising of industry, academia, NID, IIT Bombay was also formed to work out the details. The core group has held 1 meeting and the sub-group has held 3 meetings. The proposal has been revised with their inputs and the draft paper being finalized incorporating the inputs.

9.2. It was emphasized that in order to support the Indian Automotive Industry for its design and styling needs, to facilitate the training and development of auto designing competencies in India, to promote element of Indianess in Automotive Designing and to facilitate India to become a hub for Automotive Styling in Asia, the setting up of this Automotive Design institute is quite essential. Some of the other rationales stressed upon for setting up of the Automotive Design Institute are as under:

- The Market demand is estimated to 15% to 16% CAGR for Styling & Engineering
- Lackof Styling & Engineering Design Facilities in India
- Higher Costs & Time- Design work out-sourced to Overseas Design houses
- Absence of dedicated academic curriculum for development of HR competencies in auto design

9.3 It was further emphasized that by having a design institute like NADI, the following advantages could be derived:

- Cater to local needs of the Indian customers
- Support low capability segments of auto industry
- Help India to become more Competitive in Export markets.
- Generate skilled manpower for the auto industry
- Attract Overseas business from OEMs of Asian countries
- Integration of Design & Styling with Manufacturing , Testing and Recycling
- Faster roll out of face-lifted / complete model change

9.4 Shri Mukherjee further informed that setting up a world class automotive styling centre with state of the art facilities will require the following facilities/equipments:

- Wind tunnel
- White light scanner
- Rapid Prototyping shops
- Paint shop
- Design Studios

- CAD/CAS software
- Virtual workstations
- Rendering rooms
- Clay Modeling
- Geometric tooling
- Design Auditorium

9.5 It was informed that a rough initial assessment of the CAPEX required would be around 110 crores (excluding Rs. 70 crore for wind tunnel). It was informed that as a step towards constituting NADI, a consultant would need to be appointed to prepare a Detailed Project Report (DPR). The DPR by the Consultant would also need to address the issue of HR requirements for NADI as for a design institute the availability of right manpower talent is critical for success. The sub-group in its report has also firmed up the suggested profile of the Consultant in terms of experience and capabilities and responsibilities.

9.6 The proposed design house would attract the design projects from automotive manufacturers in India and abroad. Man-hours and machine-hours usage would be the basis for project costing, for CAM, Clay Modeling & other facilities. It was estimated that with the facilities planned and revenue inflows, the design centre should be able to reach break-even in 3 years time.

9.7 It was informed that as a next step, the process of selection & appointment of consultant to prepare Detailed Project Report (DPR) would now be taken up by the constituted sub group. The consultant for this work would be selected on global basis, since expertise is either not available in India or is available with very limited scope. Based on the DPR submitted, the proposal would be taken up for approval.

9.8 **Shri Bhargava** desired to know about the commercial viability of this institute, whether it would be run as a company or as a society and what would be incentive for this institute to generate business and to earn profits. It was informed that this institute would be registered as a society and the NID pattern would be followed. NID would also be the partner for NADI for developing human resources.

The meeting ended with a vote of thanks to the Chair

+ + + + + + +

**List of Participants**

<b>S.No.</b>	<b>Name &amp; Designation</b>
1.	Dr. S.N. Dash, Secretary, DHI - Chairman
2.	Shri. Ambuj Sharma, Joint Secretary, DHI – Member Secretary
3.	Shri Gaurav Dave, Joint Secretary, NMCC
4.	Shri. Depender Pathak, Director, MoPNG
5.	Mrs. Mridul Jain, Director, Deptt. of Commerce
6.	Shri. S.R. Marathe, Director, ARAI
7.	Shri. R.C. Bhargava, Chairman, Maruti Suzuki India Ltd.
8.	Shri S Sandilya, Vice President, SIAM
9.	Shri. Bijon Nag, Chairman, IFB Automotive Pvt. Ltd.
10.	Shri Jayant Davar, President, ACMA
11.	Shri T.C Gopalan, TMA
12.	Shri A.J.P Garg, Member TMA
	<b>(Special Invitees)</b>
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 Ranojoy Mukerji, Advisor, Natrip
8	Shri Arvind Gupta, Deputy Director, ACMA
9	Shri Rajiv Mandke, Director, ACT, ACMA
10	Shri Vatsram, ACMA
13	Shri K.K Gandhi, Executive Director(Tech), SIAM
11	Shri Sugato Sen, Senior Director, SIAM
12	Shri Surojit M Gupta, Dy. Director, SIAM
14	Shri Vivek Vishwanath, SIAM