

U.S. Department of Justice
Washington, DC 20530

Registration Statement
Pursuant to the Foreign Agents Registration Act of 1938, as amended

I--REGISTRANT

1. Name of Registrant

A.T. Kearney, Inc.

2. Registration Number (To be assigned by the FARA Unit)

7439

3. Primary Business Address

227 West Monroe Street, Chicago, IL 60606

4. If the registrant is an individual, furnish the following information:

- (a) Residence address(es)

- (b) Nationality
- (c) Year of birth
- (d) Present citizenship
- (e) If present citizenship not acquired by birth, state when, where and how acquired
- (f) Occupation

5. If the registrant is not an individual, furnish the following information:

- (a) Type of organization: Committee Association Partnership Voluntary group
Corporation Other (*specify*) _____
- (b) Date and place of organization 06/25/1995, Delaware

- (c) Name of responsible individual Robert Willen
(e.g., officer, director or partner)

- (d) Other business address(es), if any, including
locations of branch or local offices See Appendix for Additional Addresses

- (e) If a membership organization, provide number of members

(f) List all partners, officers, directors or persons performing the functions of an officer or director of the registrant.

Name	Residence Address	Citizenship	Position
See Appendix for Response			

(g) Which of the above named persons renders services directly in furtherance of the interests of any of the foreign principals?

Name	Foreign Principal(s)	Services

(h) Describe the nature of the registrant's regular business or activity.

Management Consulting

(i) Give a complete description of the ownership and control structure of the registrant.

Private-held corporation by a sole stockholder: ATK U.S. Inc.

6. List all individuals, other than those listed in Item 5(g), who render services or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical, secretarial, or in a related or similar capacity.

Name	Residence Address	Foreign Principal(s)	Services
See Appendix for Response			

II--FOREIGN PRINCIPAL

7. List every foreign principal¹ for whom the registrant is acting or has agreed to act.

Foreign Principal Invest India	Foreign Principal Address 225, Vigyan Bhawan Annexe, Maulana Azad Road New Delhi INDIA 110011
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III--ACTIVITIES

8. In addition to the activities described in any Exhibit B to this statement, will the registrant engage or is the registrant engaging now in activity or rendering services on its own behalf which benefits any or all of its foreign principals?

Yes No

If yes, describe fully.

Foreign Principal Invest India	Activities/Services Because of its expertise in global management consulting, Kearney officials frequently write, speak, give interviews, and post on social media on issues related to international affairs and investment. Although not undertaken at the direction or control of a foreign principal, it is possible that such activities may have an indirect benefit to a foreign principal.
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IV--FINANCIAL INFORMATION

9. (a) **RECEIPTS-MONIES**

During the period beginning 60 days prior to the date of the registrant's obligation to register² under FARA, has the registrant received from any foreign principal named in Item 7 of this statement, or from any other source, for or in the interests of any such foreign principal, any contributions, income, or money either as compensation, or for disbursement or otherwise?

Yes No

If yes, set forth below in the required detail and separately for each such foreign principal an account of such monies.³

Foreign Principal	Date Received	From Whom	Purpose	Amount	Subtotal
Invest India	05/08/2024	Invest India	Consulting Fees (for registrable and non-registrable activities)	\$ 388,262.36	
Invest India	-----	-----	-----	----->	\$ 388,262.36

\$ 388,262.36

Total

¹ The term "foreign principal," as defined in Section 1(b) of the Act, includes a foreign government, foreign political party, foreign organization, foreign individual and, for the purpose of registration, an organization or an individual any of whose activities are directly or indirectly supervised, directed, controlled, financed, or subsidized in whole or in major part by a foreign government, foreign political party, foreign organization or foreign individual.

² An agent must register within 10 days of becoming an agent, and before acting as such.

³ A registrant is required to file an Exhibit D if he collects or receives contributions, loans, monies, or other things of value for a foreign principal, as part of a fundraising campaign. There is no printed form for this exhibit. (See Rule 201(e), 28 C.F.R. § 5.201(e)).

(b) RECEIPTS-THINGS OF VALUE

During the period beginning 60 days prior to the date of the registrant's obligation to register⁴ under FARA, has the registrant received anything of value⁵ other than money, from any foreign principal named in Item 7 of this statement, or from any other source, for or in the interests of any such foreign principal?

Yes No

If yes, furnish the following information:

Foreign Principal	Date Received	From Whom	Purpose	Thing of Value
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10. (a) DISBURSEMENTS-MONIES

During the period beginning 60 days prior to the date of the registrant's obligation to register⁶ under FARA, has the registrant disbursed or expended monies in connection with activity on behalf of any foreign principal named in Item 7 of this statement or transmitted monies to any such foreign principal?

Yes No

If yes, set forth below in the required detail and separately for each such foreign principal named including monies transmitted, if any, to each foreign principal.

Foreign Principal	Date	Recipient	Purpose	Amount	Subtotal
See Appendix for Response					

\$ 23,209.73

Total

(b) DISBURSEMENTS-THINGS OF VALUE

During the period beginning 60 days prior to the date of the registrant's obligation to register⁷ under FARA, has the registrant disposed of any thing of value⁸ other than money in furtherance of or in connection with its activities on behalf of any foreign principal named in Item 7 of this statement? Yes No

If yes, furnish the following information:

Foreign Principal	Date	Recipient	Purpose	Thing of Value
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(c) DISBURSEMENTS-POLITICAL CONTRIBUTIONS

During the period beginning 60 days prior to the date of the registrant's obligation to register⁹ under FARA, has the registrant (or any short form registrant) made any contribution of money or other thing of value from its own funds and on its own behalf in connection with an election to any political office or in connection with any primary election, convention, or caucus held to select candidates for any political office? Yes No

If yes, furnish the following information:

Date	Donor	Political Organization/Candidate	Method	Amount/Thing of Value
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4, 6, 7 and 9 See Footnote 2, on page 3.

5 and 8 Things of value include but are not limited to gifts, interest-free loans, expense-free travel, favored stock purchases, exclusive rights, favored treatment over competitors, "kickbacks", and the like.

V--INFORMATIONAL MATERIALS¹⁰

11. Prior to the time of filing this statement,¹¹ has the registrant prepared, disseminated, or caused to be disseminated, any informational materials on behalf of any foreign principal listed in Item 7 of this statement?

Yes No

If yes, identify each foreign principal and file the informational materials.

Foreign Principal	Type of Informational Materials
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12. (a) Will the activities of the registrant on behalf of any foreign principal include the preparation or dissemination of informational materials?

Yes No

(b) If yes, identify each foreign principal and respond to the remaining items in this section.

Invest India

13. Has a budget been established or specified sum of money allocated to finance the registrant's activities in preparing or disseminating informational materials? Yes No

If yes, identify each foreign principal, and specify the period of time and the amount.

Foreign Principal	Period of Time	Amount
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14. Will any individuals or organizations, including public relations firms or publicity agents, participate in the preparation or dissemination of such informational materials?

Yes No

If yes, furnish the names and addresses of such individuals or organizations.

Name	Address	Foreign Principal(s)
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15. Activities in preparing or disseminating informational materials will include the use of the following:

- | | | | |
|--|---|---|--|
| <input type="checkbox"/> Magazine or newspaper | <input type="checkbox"/> Advertising campaigns | <input type="checkbox"/> Press releases | <input type="checkbox"/> Pamphlets or other publications |
| <input checked="" type="checkbox"/> Lectures or speeches | <input type="checkbox"/> Radio or TV broadcasts | <input type="checkbox"/> Motion picture films | <input type="checkbox"/> Letters or telegrams |
| <input type="checkbox"/> Email | | | |
| <input type="checkbox"/> Website URL(s): _____ | | | |
| <input type="checkbox"/> Social Media website URL(s): _____ | | | |
| <input checked="" type="checkbox"/> Other (<i>specify</i>) <u>white papers</u> | | | |

¹⁰ The term informational materials includes any oral, visual, graphic, written, or pictorial information or matter of any kind, including that published by means of advertising, books, periodicals, newspapers, lectures, broadcasts, motion pictures, electronic communications, or any means or instrumentality of interstate or foreign commerce or otherwise. Informational materials disseminated by an agent of a foreign principal as part of an activity in itself exempt from registration, or an activity which by itself would not require registration, need not be filed pursuant to Section 4(b) of the Act.

¹¹ See Footnote 2, on page 3.

16. Informational materials will be disseminated among the following groups:

- | | |
|--|---|
| <input type="checkbox"/> Public officials | <input type="checkbox"/> Civic groups or associations |
| <input type="checkbox"/> Legislators | <input type="checkbox"/> Libraries |
| <input type="checkbox"/> Government agencies | <input type="checkbox"/> Educational groups |
| <input type="checkbox"/> Newspapers | <input type="checkbox"/> Nationality groups |
| <input type="checkbox"/> Editors | <input checked="" type="checkbox"/> Other (<i>specify</i>) <u>U.S. business community</u> |

17. Indicate the language to be used in the informational materials:

- English Other (*specify*) _____

VI--EXHIBITS AND ATTACHMENTS

18. (a) The following described exhibits shall be filed with a Registration Statement:

Exhibit A- This exhibit, which is filed on Form NSD-3, sets forth the information required to be disclosed concerning each foreign principal named in Item 6.

Exhibit B- This exhibit, which is filed on Form NSD-4, sets forth the information concerning the agreement or understanding between the registrant and the foreign principal.

(b) An Exhibit C shall be filed when applicable. This exhibit, for which no printed form is provided, consists of a true copy of the charter, articles of incorporation, association, constitution, and bylaws of a registrant that is an organization. A waiver of the requirement to file an Exhibit C may be obtained for good cause shown upon written application to the Assistant Attorney General, National Security Division, U.S. Department of Justice, Washington, DC 20530. (See Rule 201(c) and (d)).

(c) An Exhibit D shall be filed when applicable. This exhibit, for which no printed form is provided, sets forth an account of money collected or received as a result of a fundraising campaign and transmitted for a foreign principal. (See Rule 201 (e)).

VII--EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

Date	Printed Name	Signature ¹²
<u>08/08/2024</u>	<u>Affan Arain</u>	<input type="text" value="Sign"/> <u>/s/Affan Arain</u>
<u> </u>	<u> </u>	<input type="text" value="Sign"/> <u> </u>
<u> </u>	<u> </u>	<input type="text" value="Sign"/> <u> </u>
<u> </u>	<u> </u>	<input type="text" value="Sign"/> <u> </u>

12 This statement shall be signed by the individual agent, if the registrant is an individual, or by a majority of those partners, officers, directors or persons performing similar functions, if the registrant is an organization, except that the organization can, by power of attorney, authorize one or more individuals to execute this statement on its behalf.

EXECUTION

In accordance with 28 U.S.C. § 1746, and subject to the penalties of 18 U.S.C. § 1001 and 22 U.S.C. § 618, the undersigned swears or affirms under penalty of perjury that he/she has read the information set forth in this statement filed pursuant to the Foreign Agents Registration Act of 1938, as amended, 22 U.S.C. § 611 *et seq.*, that he/she is familiar with the contents thereof, and that such contents are in their entirety true and accurate to the best of his/her knowledge and belief.

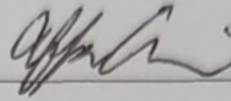
Date

Printed Name

Signature

8/8/2024

Affin Arain (Secretary)



Appendix
Response to Item 5(d) Attached

Item 5(d): If the registrant is not an individual, furnish the following information: Other business address(es), if any, including locations of branch or local offices.

Item 5(d): If the registrant is not an individual, furnish the following information: Other business address(es), if any, including locations of branch or local offices.

List of Branch/Local Office Addresses

A.T. Kearney, Inc.
Registration Statement, Item 5(d)

3455 Peachtree Road, NE
Suite 350
Atlanta, GA 30326

227 West Monroe Street
Chicago, IL 60606

1812 W. Hubbard Street
Chicago, IL 60622

1717 McKinney, Suite 1470
Dallas, TX 75202

121 Washington Ave N
Minneapolis, MN 55401

7 Times Square
36th Floor
New York, NY 10036

350 Mission Street, 25th Floor
San Francisco, CA 94105, United States

1000 Town Center
Suite 1820
Southfield, MI 48075

1300 Wilson Boulevard
Suite 1550
Arlington, VA 22209

155 Seaport Boulevard, Suite 2B
Boston, Massachusetts 02110

Level 32 Menara Maxis
KLCC
50088 Kuala Lumpur, Malaysia

19th Floor, Tower C, Building No. 10
DLF Cyber City, Phase-II
Gurugram, Haryana 122002

701, Piramal Towers
Peninsula Corporate Park
Lower Parel, Mumbai 400013

Appendix Response to Item 5(f)

Item 5(f): If the registrant is not an individual, furnish the following information: List all partners, officers, directors or persons performing the functions of an officer or director of the registrant.

Name	Residence Address	Citizenship	Position
Carol Cruickshank	Provided separately to DOJ CANADA	CANADA	Board Member
Martin Denman	Provided separately to DOJ	UNITED STATES	Board Member
Robert Kozub	Provided separately to DOJ	UNITED STATES	Assistant Treasurer
Robert Willen	Provided separately to DOJ	UNITED STATES	President; Chairman of the Board of Directors
Laurent Guerard	Provided separately to DOJ, Dual U.S. and French citizenship	UNITED STATES	Chief Financial Officer
Affan Arain	Provided separately to DOJ	UNITED STATES	Secretary
Alex Middleton	Provided separately to DOJ	UNITED STATES	Assistant Secretary
Raquel Alvarez Mateos	Provided separately to DOJ, Dual U.S. and Spanish citizenship	UNITED STATES	Treasurer
Eva Berghausen	Provided separately to DOJ	GERMANY	Assistant Treasurer

Appendix Response to Item 6

Item 6: List all individuals, other than those listed in Item 5(g), who render services or will render services to the registrant directly in furtherance of the interests of any foreign principal(s) in other than a clerical, secretarial, or in a related or similar capacity.

Name	Residence Address	Foreign Principal(s)	Nature of Services
Sriram Anantha Padmanabhan	Provided separately to DOJ INDIA	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.
Agnisnato Datta	Provided separately to DOJ	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.
Kishan G. Khemani	Provided separately to DOJ	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.
Bharat Kapoor	Provided separately to DOJ	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.
Anshuman Sinha	Provided separately to DOJ INDIA	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.
Mitali Bhandari	Provided separately to DOJ	Invest India	The registrant provides management consulting advice to Invest India, the national investment promotion and facilitation agency of India that supports investment opportunities and options in India.

Appendix Response to Item 10(a)

Item 10(a): DISBURSEMENTS-MONIES: During the period beginning 60 days prior to the date of the registrant's obligation to register under FARA, has the registrant disbursed or expended monies in connection with activity on behalf of any foreign principal named in Item 7 of this statement or transmitted monies to any such foreign principal? If yes, set forth below in the required detail and separately for each such foreign principal named including monies transmitted, if any, to each foreign principal.

Foreign Principal	Date	To Whom	Purpose	Amount	Subtotal
Invest India	09/20/2023	Mitali Bhandari	Consultants Mobile Phone	\$ 12.06	
Invest India	10/01/2023	Harsha Patibandla	Airfare Expenses	\$ 817.90	
Invest India	10/01/2023	Harsha Patibandla	Surface Transportation Expenses	\$ 47.51	
Invest India	10/01/2023	Harsha Patibandla	Food Expenses	\$ 7.95	
Invest India	10/05/2023	Bharat Kapoor	Hotel Expenses	\$ 765.46	
Invest India	10/05/2023	Bharat Kapoor	Food Expenses	\$ 1,039.63	
Invest India	10/05/2023	Bharat Kapoor	Conference / Seminar Expenses	\$ 155.25	
Invest India	10/05/2023	Bharat Kapoor	Network Remote Access	\$ 16.00	
Invest India	10/05/2023	Bharat Kapoor	Parking Expenses	\$ 27.00	
Invest India	10/05/2023	Bharat Kapoor	Airfare Expenses	\$ 1,554.16	
Invest India	10/05/2023	Bharat Kapoor	Surface Transportation Expenses	\$ 291.82	
Invest India	10/08/2023	Harsha Patibandla	Food Expenses	\$ 36.12	
Invest India	10/08/2023	Harsha Patibandla	Surface Transportation Expenses	\$ 827.07	
Invest India	10/14/2023	Agni Datta	Consultants Mobile Phone	\$ 39.84	
Invest India	10/14/2023	Mitali Bhandari	Consultants Mobile Phone	\$ 47.65	
Invest India	10/14/2023	Harsha Patibandla	Consultants Mobile Phone	\$ 25.78	
Invest India	10/16/2023	Bharat Kapoor	Food Expenses	\$ 118.00	
Invest India	10/20/2023	Bharat Kapoor	Hotel Expenses	\$ 1,710.52	
Invest India	10/20/2023	Bharat Kapoor	Food Expenses	\$ 411.67	
Invest India	10/20/2023	Bharat Kapoor	Airfare Expenses	\$ 2,091.71	
Invest India	10/20/2023	Bharat Kapoor	Surface Transportation Expenses	\$ 1,630.07	
Invest India	10/20/2023	Bharat Kapoor	Parking Expenses	\$ 311.00	
Invest India	10/20/2023	Bharat Kapoor	Network Remote Access	\$ 8.00	
Invest India	10/31/2023	Harsha Patibandla	Airfare Expenses	\$ 184.88	
Invest India	10/31/2023	Bharat Kapoor	Airfare Expenses	\$ 369.76	
Invest India	11/10/2023	Bharat Kapoor	Airfare Expenses (Refund)	\$ 628.50	
Invest India	11/17/2023	Mitali Bhandari	Consultants Mobile Phone	\$ 6.50	
Invest India	03/05/2024	Bharat Kapoor	Network Remote Access	\$ 35.00	
Invest India	03/05/2024	Bharat Kapoor	Airfare Expenses	\$ 7,392.53	
Invest India	03/28/2024	Bharat Kapoor	Surface Transportation Expenses	\$ 161.47	
Invest India	03/28/2024	Bharat Kapoor	Food Expenses	\$ 21.55	
Invest India	03/29/2024	Bharat Kapoor	Hotel Expenses	\$ 1,500.66	
Invest India	03/29/2024	Bharat Kapoor	Surface Transportation Expenses	\$ 52.01	
Invest India	03/29/2024	Bharat Kapoor	Food Expenses	\$ 167.30	
Invest India	03/31/2024	Bharat Kapoor	Airfare Expenses	\$ 184.88	

Invest India	04/03/2024	Anshuman Sinha	Food Expenses	\$ 60.13	
Invest India	04/30/2024	Anshuman Sinha	Conference / Seminar Expenses	\$ 452.39	
Invest India	-----	-----	-----	----->	\$ 23,209.73