

# USIBC Update



News and Views from the U.S.-India Business Council

## September 2011

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## USIBC Launches Trade and Investment Initiative

As countries around the world launch, negotiate, and complete agreements that solidify trade and investment ties with India, USIBC will lead the charge to ensure that the U.S.-Indo commercial partnership remains a top priority for policy makers in both countries. To this end, USIBC announced in September the reinvigoration of its Trade and Investment Initiative (TII), which succeeds the 2008 Strategic Trade Initiative as a means to bolster ties, increase trade, and ensure that American and Indian companies alike benefit from increased commercial relations between the world's two largest free market democracies.

Leveraging the strength of platforms such as the Private Sector Advisory Group (PSAG) to the U.S.-India Trade Policy Forum, of which USIBC President Ron Somers is a member, TII will advocate for areas of core interest that cut across sectors and industries. Immediate focus will be accorded to supporting the launch of technical discussions on a U.S.-India Bilateral Investment Treaty (BIT) in the fall of 2011.

In the coming months, USIBC will also organize an Industry Working Group to author a feasibility study for a potential broad based economic partnership arrangement between the U.S. and India. Member companies are invited to participate in the Working Group to help identify priority areas for closer trade and investment ties, including on market access and regulatory harmonization. ...*Continued on page 6*

## Ford to invest \$1 Billion in India—5000 jobs to be created through new Manufacturing and Engine Plant



As part of its aggressive global expansion, and to meet growing demand in India, Ford Motor Company announced that it will build an integrated manufacturing facility comprised of a state-of-the-art vehicle manufacturing facility and an engine plant in Sanand, Gujarat. Representatives from Ford and the State of Gujarat signed a memorandum of understanding (MoU).

Ford will invest approximately 4,000 crore (approximately US\$1 billion) in the two facilities, which include stamping, body, paint, and assembly operations for vehicle manufacturing as well as machining and assembly operations for engine manufacturing. The vehicle manufacturing plant will have an initial annual capacity of 240,000 units, and the engine plant will have an initial annual capacity of 270,000 engines. Ford's investment will also create 5,000 jobs at the new facilities. ...*Continued on page 6*

## Diane Farrell Joins USIBC, Senior Director overseeing Infrastructure Executive Committee

USIBC is pleased to welcome Diane Farrell as Executive Vice President and Senior Director. In this capacity, Diane will provide strategic oversight and guidance to the Financial Services, Real Estate, and Infrastructure Executive Committees.

Diane joins USIBC after serving for nearly four years as a member of the Board of Directors for the Export-Import Bank of the United States. Joining Diane in managing USIBC's advocacy efforts in this critical sector is Rahul Madhavan, Manager of Policy Advocacy for the Infrastructure Executive Committee.



**Diane Farrell**

*Executive Vice President & Senior Director*

## USIBC Hosts Dialogue on Building India's 21st Century Infrastructure and Announces Two Commercial Deals on Sidelines of Strategic Dialogue

On July 19, USIBC hosted a senior delegation of U.S. government officials in New Delhi. The delegation, which was comprised of Daniel Poneman, Deputy Secretary, U.S. Department of Energy; Robert Hormats, Under-Secretary Economic, Energy, Agricultural Affairs, U.S. Department of State; J. Randolph Babbitt, Administrator, Federal Aviation Administration; Fred Hochberg, Chairman, Export-Import Bank of the United States; Todd Stern, Special Envoy for Climate Change, U.S. Department of State; Elizabeth Littlefield, President and CEO, Overseas Private Investment Corporation (OPIC); and Leocadia I. Zak, Director, U.S. Trade and Development Agency (USTDA), met with industry to discuss how they could support India's 21st Century Infrastructure build-out. Chaired by USIBC Board Member Emeritus Lakshmi Narayanan, Vice Chairman, Cognizant, roundtable participants highlighted existing collaborations and opportunities for new bilateral programs in areas as wide ranging as clean energy, supply chain and cold chain technologies, air transportation, and infrastructure financing.



**USIBC's Roundtable on Building 21st Century Infrastructure**

The roundtable took place as U.S. Secretary of State Hillary Clinton met with Minister of External Affairs Minister S.M. Krishna to discuss the ever-strengthening bilateral partnership under the aegis of the Strategic Dialogue.

Convened by Under Secretary of State for Economic, Energy and Agricultural Affairs Robert Hormats, the USIBC roundtable highlighted how our two knowledge societies are expanding and deepening economic cooperation to improve the lives of our citizens. Powering growth with more sustainable sources of energy, broadening cold storage and supply chain infrastructure to feed millions of families, and expanding air transportation across our countries are critical as officials build out 21st century infrastructure.

### USIBC Hails Signing of U.S.-India Bilateral Aviation Safety Agreement

On July 18th, 2011 J. Randolph Babbitt, Administrator of the U.S. Federal Aviation Administration (FAA) and Nasim Zaidi, Secretary of the Ministry of Civil Aviation, Government of India signed the Bilateral Aviation Safety Agreement, a major milestone which will facilitate reciprocal airworthiness certification in the civil aviation sector. The BASA will pave the way for greater bilateral trade in aviation equipment and systems, improve passenger safety, and greatly expand the U.S. and Indian civil aviation industries.

USIBC has advocated for the signing of a bilateral aviation safety agreement since talks began in 2007, and urges the signing of the Implementation Procedures for Airworthiness which will provide guidelines related to specific approval activities (design, repair, production, export airworthiness) as well as other areas of technical cooperation.

Addressing the funding challenge India faces in building out infrastructure, Fred Hochberg, Chairman of the U.S. Export-Import Bank, and Elizabeth Littlefield, President and CEO of OPIC, highlighted the work that each organization is doing to provide financing and to mobilize private sector resources to support India's infrastructure development. Also discussed at the roundtable by Deputy Secretary of Energy Daniel Poneman were ongoing U.S. efforts to invest in clean energy technology that will help grow America's economy and reduce carbon pollution. Deputy Secretary Poneman highlighted areas of cooperation with Indian partners and laid out a vision for future clean energy collaboration.

Similarly, U.S. State Department Special Envoy for Climate Change Todd Stern discussed the importance of the business community in making investments in clean energy, low emissions economy, and sustainable development. Special Envoy Stern framed his discussion in the context of the urgency of the climate change problem and the centrality of finance solutions.

Noting the critical role that air transport plays in connecting and growing the American and Indian economies, Federal Aviation Administrator Randall Babbitt spoke about the signing of the Bilateral Aviation Agreement with the Ministry of Civil Aviation. This agreement will provide a framework under which reciprocal acceptances and certain aviation articles can be developed through Implementation Procedures for Airworthiness (IPA).

Demonstrating the U.S. commitment to a sustainable energy partnership with India, USTDA Director Leocadia Zak announced two commercial deals in the energy sector. The first provides nearly \$800,000 of USTDA funding for a feasibility study grant to USIBC member company Astonfield Renewables Private Limited to prepare the design and deployment of two solar photovoltaic power projects in India's 5 megawatt (MW) plant in Bankura, West Bengal, and a 10 MW plant in Belgaum, Karnataka. The objective of the feasibility study is to maximize the electricity output from the two projects through site and technology confirmation and design optimization. Director Zak also announced USTDA's \$700,000 feasibility study grant to North Delhi Power Limited (NDPL) for the implementation of smart grid technology in India.



**Reta Jo Lewis**

*Special Representative for  
Global Intergovernmental  
Affairs*

U.S. Department of State

## **USIBC Hosts Reta Jo Lewis, Special Representative for Global Intergovernmental Affairs, U.S. Department of State in New Delhi**

On August 1, USIBC hosted a special interactive discussion on *Partnering to build U.S.-India Infrastructure: Advancing Inter-State Relationships* with Special Representative Reta Jo Lewis.

Reta Jo Lewis was appointed Special Representative for Global Intergovernmental Affairs in January 2010. Her office is responsible for serving the global needs of U.S. intergovernmental officials and the entities they represent. She works to build and enhance relationships between state and local officials in the U.S. and their foreign counterparts around the world, in addition to promoting effective local governance and local capacity building efforts. Ms. Lewis also serves as a point of entry for the global needs and goals of U.S. state and local officials. She reports directly to the Secretary of State.

This meeting allowed for key U.S and Indian member companies of the Council to interact with the Special Representative and share their experiences regarding state level engagement in India. Ms. Lewis will be travelling to the states of Assam, Orissa, Andhra Pradesh, Tamil Nadu, Kerala, and Maharashtra to meet with state level Ministers and local elected representatives.

## **USIBC and CII Host Financial Leaders for Breakthrough Symposium on Key Payments Technology, Security, and Financial Inclusion Issues**

USIBC and CII hosted 80 leaders of the financial services sector and several senior U.S. government officials to collaborate on critical issues including combating illicit financing and new payment technologies for financial inclusion in a two-day seminar in Mumbai on July 26 and 27. The program highlighted opportunities for collaboration in progressive technologies and financial services for the bottom of the pyramid, including mobile banking, electronic payments, correspondent banking, and India's game-changing biometric Unique ID program. The dialogue also provided a forum for banking leaders from both countries to share best practices on combating terrorist financing and money laundering, a matter close to the national security goals of both India and the U.S.

U.S. Treasury Assistant Secretary for Financial Crimes Daniel Glaser's keynote address reinforced the commitment of the U.S. government to work with the financial sectors of both countries to combat illicit financing throughout the world. Assistant Secretary Glaser was joined by a prestigious delegation from the Treasury Department.

As follow-up to the U.S.-India Financial and Economic Partnership meeting, U.S. Treasury Secretary Timothy Geithner hosted India's Finance Minister Pranab Mukherjee in Washington for high-level discussions. The dialogue also followed U.S. Secretary of State Hillary Clinton's visit to New Delhi to discuss the bilateral partnership under the aegis of the Strategic Dialogue.

This dialogue included senior-most compliance experts and other business leaders from companies such as Morgan Stanley, State Bank of India, Visa, Kotak Mahindra Bank, Bharti Airtel, BNY Mellon, Western Union, Citi, Eko India Financial Services, Goldman Sachs, Obopay, and Bank of America.

## **USIBC hosts Michael Camuñez, Assistant Secretary of Commerce for Market Access and Compliance in New Delhi**

USIBC hosted an intimate roundtable for member companies with Michael Camuñez, Assistant Secretary of Commerce for Market Access and Compliance (MAC) within the International Trade Administration, in Delhi in July. In his new role, Assistant Secretary Camuñez serves as one of the Obama Administration's most senior trade officials and plays a critical role in supporting the President's economic recovery agenda by helping to coordinate the Commerce Department's efforts to create American jobs through the National Export Initiative.

Assistant Secretary Camuñez reinforced that the relationship between the United States and India, bound by shared interests and values, will be one of the defining partnerships of the 21st century. He also stated that continued market-opening policies will be the key to India's future success and continued deepening economic engagement. The roundtable also provided USIBC Indian member company representatives the opportunity to raise key market access issues with the Market Access and Compliance team.



**Michael Camuñez**

*Assistant Secretary of Commerce  
Market Access and Compliance*

## Work in Progress—the Evolving U.S. India Defense Supply Relationship

Earlier this year, the Government of India announced a 12% increase in its defense budget. It is estimated that GOI Officials may spend as much as US\$80 billion over the next five years meeting its capital acquisition priorities alone. In light of the country's recent and significant acquisitions of U.S. manufactured defense equipment and platforms, contrasted with its decision to not shortlist two American fighters in a US\$11 billion MMRCA competition, it is fitting to now take a long-term view and approach to understanding the U.S-India strategic relationship in the context of the two countries' defense sector cooperation.

In a recent article titled: "A 'Work in Progress' – The Evolving U.S. India Defense Supply Relationship" by Robert S. Metzger and Sanjay J. Mullick, the authors comment on the current state of India's defense capital acquisition process, note the importance of the DPP taking into consideration product life-cycle costs, advocate for the enhanced engagement of the Indian private sector in the defense industry, and call for a more carefully coordinated U.S. Foreign Military Sales process and a simplified U.S. export control regime. The authors' conclusions are closely aligned with USIBC's advocacy objectives in the Aerospace & Defense sector, and USIBC continues to press raising the defense sector FDI cap from 26% to 74% to further attract foreign investment. Metzger and Mullick's article was originally published in India Law News, a publication of the Section of International Law of the American Bar Association (Summer, 2011).

## USIBC Member Azure Power announces country's largest 10 MW Solar Power Plant in Gujarat

Azure Power has announced the commissioning of Phase I of its 10 MW solar photovoltaic plant in Gujarat. The plant at Khadoda village in the Sabarkantha district in North Gujarat is India's largest solar power project. Azure has entered into a 25 year agreement with the apex state utility Gujarat Urja Vikas Nigam Limited.

Azure Power chairman H.S. Wadhwa said, "Azure Power has demonstrated successfully on the ground that solar power prices are following a downward trend and in next 5 years should reach retail parity. With Government of Gujarat's dynamic participation in this sector, economies of scale will accelerate solar generation grid parity, creation of millions of jobs and clean energy for Indian households for years to come."



Azure Power has a project under every Solar Policy in the country. In addition to Gujarat, Azure Power has inked agreements with state governments of Punjab and Rajasthan. In October 2010, the company announced another investment in Gujarat for the development of the Khadoda Solar PV power plant. The US\$40 million investment of is led by the Overseas Private Investment Corporation (OPIC), an agency of the United States Government that promotes economic development in new and emerging markets.

## HP Collaborates with NCERT to Develop Transportable IT-Enabled Classrooms—Tatkal Kaksha

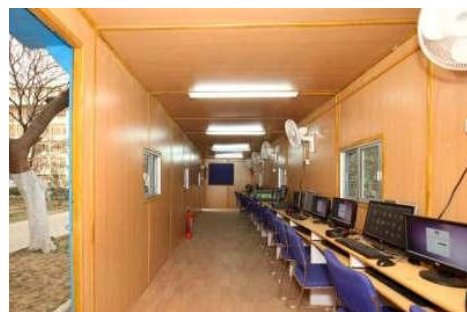


USIBC member Hewlett-Packard in collaboration with NCERT, has developed Tatkal Kaksha—a fully equipped, self-powered mobile computing center which aims to improve the widespread lack of classroom infrastructure. It is equipped with 15 HP PCs (a mix of multi PCs, multi-seats & dream screen) and one HP multifunction printer. All are housed in a shipping container, allowing for easy transportation and deployment to any location in

India. Tatkal Kaksha has its own electrical generator, wireless connectivity, and built-in infrastructure to accommodate 15 students and one teacher.

The education software is based on NCERT's education content platform so as to ensure quality of education and wireless connectivity. It also enables teachers and students from remote cloud locations to have access to relevant educational content. Apart from providing access to quality education in remote areas, it also helps tracking teacher absenteeism and student drop-outs with a simple fingerprint reader connected from a PC lab which can send information to a government server.

By developing innovative technology solutions, HP is granting more Indian children access to truly immersive learning via the power of technology, and ultimately strengthening India's position as a global technology and economy leader.



*An HP Lab-in-Box prototype outside the NCERT campus in New Delhi*  
(Source: [www.hp.com](http://www.hp.com))

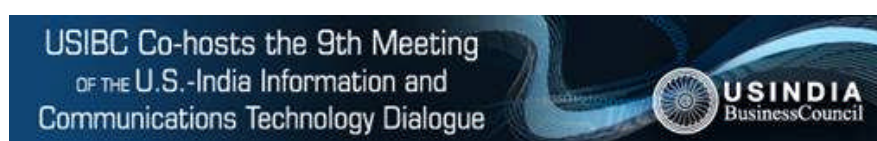
For more details on Tatkal Shiksha, please refer to the following video: <http://www.youtube.com/watch?v=D-CVSS3QRJ4>.

## USIBC Co-hosts the 9th Meeting of the U.S.-India Information and Communications Technology Dialogue

On June 29, USIBC co-chaired the 9<sup>th</sup> Meeting of the U.S.-India Information and Communications Technology (ICT) Dialogue with Telecommunications Industry Association (TIA) in Washington, DC. Created in July 2005, the ICT Dialogue facilitates growth in trade and investment in information technology, telecommunications, and media and broadcasting. This year's discussions focused on a range of issues including electronic procurement policy, indigenous innovation and local manufacturing, telecommunications infrastructure security, and the movement of skilled professionals.

Following the ICT Dialogue, USIBC sponsored a one-day seminar with the Indian Delegation to address telecommunications infrastructure security, cyber security, encryption, and lawful intercept policy. During the discussion, U.S. industry highlighted positive steps the Indian Government has taken to revise the previous rules related to telecommunications infrastructure security. USIBC and TIA also raised concerns over recent draft policies related to domestic manufacturing and government procurement in the ICT Sector. If you'd like to read a full summary of the Dialogue please visit [www.usibc.com/membership/members-only](http://www.usibc.com/membership/members-only).

USIBC will be taking a delegation to the next ICT Dialogue early this December in New Delhi. If you are interested in participating in this trip or learning more about USIBC's advocacy work in this area, please contact Kimberly Byrnes at [kbyrnes@uschamber.com](mailto:kbyrnes@uschamber.com).



## Gilead and Indian Pharmaceutical Industry Partnership—Expanding Access to Antiretroviral Medicines in the Developing World

On July 12, in Hyderabad, India, Gilead Sciences, Inc., announced the expansion of its global access program to provide essential medicines, including treatments for Hepatitis B and HIV/AIDS, to patients in developing countries. Building on the original licensing agreements established five years ago, Gilead continues its collaboration with four India-based drug manufacturers who have played a critical role in supplying large-scale, high-quality HIV treatment—Hetero Drugs Ltd., Matrix Laboratories Ltd., Ranbaxy Laboratories Ltd. and Strides Arcolab Ltd. For the first time, Gilead has granted non-exclusive future rights to three Gilead antiretrovirals in the research and development pipeline. By issuing licenses for pipeline products in advance of product approval, Gilead intends to reduce the time it takes for partners to bring low-cost versions of new medicines to the developing world.

Its licensing agreements in India are a cornerstone of Gilead's efforts to increase access to the company's therapies in the developing world. Through market competition, the Indian manufacturers have helped drive down the price of Gilead's antiretrovirals by 70% which has led to more than 1.1 million patients in developing countries now receiving Gilead HIV medication produced through this initiative.



Gregg H. Alton, Gilead's Executive Vice President for Corporate and Medical Affairs, led the Gilead delegation to Hyderabad for the announcement. The Gilead team was joined by Rajiv Malik, Director Matrix Laboratories, Inc and COO Mylan, Inc, Ron Somers, President of the U.S.-India Business Council, and Nelson Cunningham, McLarty Associates' Managing Partner and USIBC Board Member.

Alton, Malik, and Somers all spoke at the public event unveiling the new elements of the partnership. "Gilead is proud to engage in innovative partnerships to expand access for patients in the developing world, and we welcome new opportunities to work with Indian manufacturers," said Mr. Alton. "Our goal is to ensure that as new Gilead HIV therapies are developed and approved, low-cost versions will be rapidly accessible in developing countries without delay." "India's pharmaceutical industry has the scientific expertise and large-scale production capacity that are critical for addressing the challenges of the HIV epidemic – both in India and around the world," said Mr. Malik, one of the first partners to sign with Gilead. "We are pleased to expand our innovative collaboration with Gilead as we seek to help more individuals living with HIV in resource-limited countries."

Ron Somers called attention to the fact that "through their access program, Gilead and its Indian partners are meeting the multiple challenges of maintaining quality, ensuring affordability, achieving mass scale, and ensuring returns, thereby providing a superb example of how collaboration between U.S. and Indian businesses brings about results that can benefit our two countries and the world."

Another highlight of the Gilead team's visit to Hyderabad was the Indian School of Business' (ISB) roundtable meeting, featuring a faculty discussion on Gilead's partnership program in the context of ISB's work on innovation in healthcare in emerging markets. Following the roundtable, ISB also hosted a reception which included ISB's Dean, Ajit Rangnekar, and visiting U.S. Charge d'Affaires Ambassador, Peter Burleigh. ISB is now writing a case on the Gilead-Indian partner business model that it will finalize in the coming months.

The Gilead-Indian pharmaceutical company partnerships, through technology transfer and a cutting-edge licensing model, illustrate what is possible when U.S. and Indian companies work together. Gilead is proud to be a Chairman's Circle member of USIBC and part of its 350 company-strong membership working to expand U.S.-India commercial ties and strengthen the strategic partnership between the two largest democracies on the globe.

### **USIBC Launches Trade and Investment Initiative...*Continued From Page 1***

TII will concentrate its work on three main activities focused on deepening commercial relations, including:

- Advancing Bilateral Investment Treaty negotiations
- Identifying the contours of a broad-based, bilateral economic partnership arrangement
- Shedding light on the benefits of Indian company investment throughout the U.S.

In each of its endeavors, TII will work to level the playing field for members and raise the U.S.-India commercial relationship to a position commensurate with the bilateral strategic partnership. Through TII, USIBC hopes to engage member-companies by working towards specific objectives that will enhance trade and investment for companies across all industries.

The Trade and Investment Initiative is more important now than ever. India is quickly securing trade agreements with a number of third party countries, including Japan, the EU, and Canada. Each time trade negotiations advance on these fronts, American companies lose market access, export demand, and overall competitive advantage.

Member-companies are encouraged to participate in all aspects of the initiative and should contact Anku Nath, Director for Trade Policy Advocacy at [anath@uschamber.com](mailto:anath@uschamber.com) for more information.

### **Ford to invest \$1 Billion in India—5000 jobs to be created through new Manufacturing and Engine Plant...*Continued From Page 1***

The manufacturing operation will be built on a 460-acre site, with adjacent land protected by the local government in order to attract and locate automotive suppliers within close proximity of both plants.

“Namaste Gujarat!” said Joe Hinrichs, president and CEO of Ford Asia Pacific and Africa. “We are delighted to announce that Ford's newest vehicle manufacturing site will be here in Gujarat. Ford has very aggressive expansion plans in India and in Asia Pacific and Africa, and these two new plants will be important in realizing our growth strategy here in one of the most dynamic regions in the world.”

Ford selected Gujarat because of its pro-business environment, infrastructure, access to ports in northwestern India, and skilled workforce. The new facilities will allow quick access from operations at the new manufacturing site to the heartland of the critical north and western India regions, where the largest share of the country's passenger car industry exists.

At a ceremony held in Gandhinagar, the Industry Secretary of the State of Gujarat, Mr. M Sahu, and Michael Boneham, Ford India's president and managing director, signed the MoU, in the presence of the Honorable Chief Minister of Gujarat Mr. Narendra Modi and Joe Hinrichs. Mr. Modi stated in his address, “Entry of Ford Motor Company in the State will further strengthen the capability of Gujarat as an auto hub.” He emphasized, true to the spirit of Gujarat, “I further assure Ford the wholehearted support and hand-holding of my government for the speedy implementation of the project.”

This additional investment brings Ford's total investment in India to approximately US\$2 billion.

# CALENDAR OF UPCOMING EVENTS

## **September 5 -7, 2011**

USIBC Supports India Japan Global Partnership Summit  
Tokyo, Japan

## **September 8, 2011**

USIBC Hosts Assistant Secretary Robert Blake for a debrief on U.S.-India Higher Education collaboration and their Passport to India program  
Washington, DC

## **September 9, 2011**

USIBC Hosts Aerospace & Defense Executive Committee Luncheon  
Washington, DC  
12:30pm – 2:00pm  
*[Private Event – USIBC Members Only]*

## **September 12, 2011**

USIBC Hosts Mr. Som Mittal, President and Mr. Ameet Nivsarkar, Vice President, Global Trade Development of NASSCOM  
Washington, DC

## **September 13, 2011**

USIBC Hosts Indian Ministry of Finance, Reserve Bank of India, and U.S. Treasury Department officials for Public Finance and Municipal Debt Working Lunch  
New York, NY

## **September 13, 2011**

USIBC in partnership with Room To Read Hosts “Investing in our Future: Impact Investments in Emerging Markets”  
San Francisco, CA

## **September 16, 2011**

USIBC Supports “Investing in Real Estate in India” by IREO  
Jersey City, NJ

## **September 16-17, 2011**

USIBC Supports Infrastructure Today India Opportunity Conference by ASPIRE International  
New York, NY

## **September 17-18, 2011**

USIBC Supports “Investing in Real Estate in India” by IREO  
Garden City, NY on the 17<sup>th</sup>, Vienna, VA on the 18<sup>th</sup>

## **September 19, 2011**

USIBC Partners with USTDA for India Smart Grid Business Briefing  
San Francisco, CA - 9:00 am-1:45 pm PST

## **September 20, 2011**

USIBC Hosts Dr. V.K. Saraswat  
Washington, DC  
9:00am – 10:00am

## **September 30, 2011**

USIBC's 3rd Annual Legal Services Conference  
New Delhi, India

## **October 5-6, 2011**

USIBC Real Estate Executive Committee Meeting and Featured Co-Chair of Global Real Estate Institute (GRI) India  
Mumbai, India

## **October 10-11, 2011**

USIBC Supports the U.S.-India Higher Education Research Conference at  
The Pennsylvania State University Penn State Conference Center  
University Park, PA

## **October 12, 2011**

USIBC & DLA Piper Host "U.S.-India Business Law Update: Hot Topics for Cross-Border Transactions & Legal Matters"  
Palo Alto, CA

## **October 12-13, 2011**

USIBC Supports U.S.-India Higher Education Summit  
Washington, DC

## **October 14, 2011**

USIBC and CII host Indian Minister of Human Resource Development Kapil Sibal  
Washington, DC

## **October 17-18, 2011**

USIBC Supports American Conference Institute's 2nd India Summit on Anti-Corruption  
Mumbai, India

## **October 20, 2011**

USIBC Supports Pricewaterhouse Coopers India's (PWC) Exclusive Roundtable Meeting on Corporate Fraud and Internal Investigation  
Gurgaon, India

## **December 6, 2011**

The Bloomberg India Conference in cooperation with the U.S.-India Business Council  
New York, New York

## **February 23-24, 2012**

USIBC Supports ITechLaw's 8th Annual Asian Attorneys Conference  
Bangalore, India

# USIBC STAFF

## **Mr. Ron Somers**

President

**Ms. Kimberly Byrnes**, Manager for Policy Advocacy  
Digital Economy/IT, Insurance & Pensions, Media and  
Entertainment, Education

**Mr. Michael DiPaula-Coyle**, Director for Policy Advocacy  
Digital Economy/IT, Insurance & Pensions, Media and  
Entertainment

**Ms. Harshika Errangani**, Operations Coordinator

**Ms. Diane Farrell**, Senior Director and Executive Vice  
President  
Financial Services, Infrastructure, Real Estate

**Ms. Melissa Frakman**, Manager  
Financial Services, Real Estate

**Mr. Vikash Khanna**, Manager, New York

**Mr. Nick Mancini**, Director, Strategy

**Ms. Nivedita Mehra**, Program Director, India

**Ms. Anku Nath**, Policy Director  
Strategic Trade Initiative, Food & Agriculture, Retail Trade

**Ms. Sushmitha Narsiah**, Senior Manager  
Legal Services, Life Sciences, Coalition for Healthy India

**Ms. Mythili Sankaran**, Director, USIBC West Coast Operations

**Mr. Matt Shruhan**, Associate Manager  
Energy, Environment, & Enterprise

**Ms. Katie Sparrow**, Senior Manager  
Strategic Trade Initiative, Food & Agriculture, Retail Trade

**Ms. Kathryn Van Dyken**, Coordinator  
Programs and Communications

**Ms. Reena Vogt**, Executive Assistant

**Mr. Gaurav Verma**, Director, Manhattan-India Investment  
Roundtable (NY)

# USIBC BOARD OF DIRECTORS



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Chairman, President & CEO  
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**Adm. Walter Doran**  
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**Mr. Heinz Haller**  
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**Mr. Rajesh Subramaniam**  
FedEx

**Mr. Thomas Schick**  
American Express

**Mr. Manoj Singh**  
Deloitte

**Mr. Steven Wisch**  
IREO/India Equity Partners

**Amb. Frank G. Wisner**  
Patton Boggs

# USIBC MEMBERSHIP EXPANDS

\***Bold** indicates Chairman's Circle Member

3M Company	<b>Boston University</b>	Estee Lauder (ELCA)	J.B. Boda Insurance Brokers	Nypro	<b>TE Connectivity</b>
4G-Identity Solutions	Business Software	<b>Exxon Mobil</b>	<b>J.M. Baxi &amp; Co.</b>	<b>NYSE-Euronext</b>	Tecnova
A2Z Maintenance & Eng.	Alliance	Facebook	<b>J.P. Morgan Chase</b>	Oberoi Group	Telcordia Technologies
<b>Abbott Laboratories</b>	<b>CA</b>	<b>Fairfax Financial Holdings</b>	Jacobs	O'Melveny & Myers	Texas Instruments
ABSi Corporation	Cannon Design	<b>Federal Express Financial Technologies</b>	Jaypee International	<b>Oracle Corp.</b>	<b>Textron</b>
Accenture	<b>Cargill</b>	<b>Franklin Templeton Technologies</b>	<b>Jindal Power</b>	<b>Oryx/Solargise</b>	Thermax
AcrossWorld Education	Caterpillar	Finnegan Henderson	John Deere	Palantir Technologies	Thermo Fisher Scientific
<b>Adobe Systems</b>	Cedar Mgmt Consulting	First Data	Johnson & Johnson	Paramount Farms	<b>Time Warner</b>
Advanced Micro Devices (AMD)	<b>CGI Group</b>	First Solar	Johnson Controls	<b>Patni Americas</b>	<b>Travelers Companies</b>
<b>AES</b>	CH Robinson	Ford Motor Company	<b>Jones Lang LaSalle</b>	<b>Patton Boggs</b>	Trilegal
Agilent	CH2M Hill	Fox Mandal & Co.	<b>Joshi Technologies</b>	<b>Peabody Energy</b>	<b>Tyco</b>
<b>Akin Gump</b>	Chartis	Fragement	Int'l	<b>Peerless Financial &amp; Invest.</b>	United Conveyor Corp.
Albright Stonebridge Group	<b>Chatterjee Group</b>	<b>Franklin Templeton</b>	Jubilant Organosys	Pepper Hamilton	<b>United Tech./Pratt</b>
Almond Board of California	<b>Chatterjee Group</b>	Fremont Group	Juniper Networks	<b>PepsiCo</b>	United Way Worldwide
<b>Amarchand Mangaldas</b>	Chevron	Gammon	K. Raheja Corp.	<b>Pfizer</b>	<b>UPS</b>
<b>American Express</b>	Cisco Systems	General Cable	Kegler Brown	<b>Philip Morris Int'l</b>	<b>URS</b>
<b>American Tower</b>	<b>Citigroup</b>	<b>General Dynamics</b>	Kelley Drye	Pillsbury Winthrop Shaw	USEC
Amgen	City Partners	<b>General Electric</b>	King & Spalding	<b>Praxair</b>	Valmont
Amritt, Inc.	International	General Mills	<b>Kirkland &amp; Ellis</b>	Prestige Capital Mgmt	Vanguard
<b>Amway (Alticor)</b>	<b>Clearwater Capital Partners</b>	<b>Genworth Financial</b>	<b>Kohlberg Kravis Roberts</b>	<b>PricewaterhouseCoopers</b>	Veracity Worldwide
Aon Corporation	CLSA	<b>GeoSphere Capital</b>	Kotak Mahindra	<b>Punj Lloyd Ltd.</b>	VeriSign
APCO Worldwide	<b>CME Group</b>	Gilbert Tweed	<b>KPMG</b>	Qualcomm	Verizon
Apollo Hospitals	<b>Coca-Cola Company</b>	Gilead	L-1 Identity Solutions, Inc.	Quest Diagnostics	<b>Visa International</b>
Apollo Management	<b>Cognizant</b>	<b>GMR</b>	<b>L-3 Communications</b>	<b>QVT Financial</b>	VS Consulting
<b>Applied Materials</b>	<b>Cohen Group</b>	<b>Goldman Sachs</b>	Lahmeyer International	<b>Radiation Detection Co.</b>	<b>W.L. Ross (IARF)</b>
<b>Aquiline Capital Partners</b>	Compass Marketing	<b>Goodrich Corporation</b>	<b>Larsen &amp; Toubro</b>	Ranbaxy	W.P. Carey
Areva Solar	<b>Connectiva Systems</b>	<b>Google</b>	Leela Hotels & Resorts	<b>Raytheon</b>	Wal-Mart
Arizona State University	<b>ConocoPhillips Company</b>	Graduate Mgmt Adm. Council	Lighthouse Funds	Reliance Communications	Walt Disney
<b>Arshiya International</b>	Convergys	Guardian Industries	Linklaters LLP	<b>Reliance Industries</b>	<b>Warburg Pincus</b>
Asian Amer. Hotel Owners Assoc.	<b>Corning</b>	<b>Gutenberg Communications</b>	<b>Lockheed Martin</b>	<b>Religare Enterprises</b>	Welspun
Astonfield	<b>Covidien</b>	<b>Hampshire Hotels &amp; Resorts</b>	<b>Lucky Eight Trading Corp.</b>	Research in Motion	<b>Westat</b>
AT&T	<b>Covington &amp; Burling</b>	<b>Harley-Davidson</b>	Ludlums	Rockwell Collins	<b>Western Union</b>
ATK	<b>Credit Suisse</b>	Hewlett Packard	<b>Luthra &amp; Luthra</b>	Room to Read	<b>Westinghouse</b>
Avantha Group	Crowell & Moring	<b>Hindalco Group</b>	Mahindra World City	Ropes & Gray	<b>Wipro</b>
Avasarala Tech.	<b>Cummins</b>	<b>Hinduja Group (HBI)</b>	Jaipur	<b>Rutgers University</b>	WWE
Avaya	Customized Energy Solutions	<b>Hindustan CC</b>	Majmudar & Company	<b>Ryan International</b>	<b>Yahoo!</b>
Avery Dennison	Dell	Hines	Makovsky + Company	<b>Salesforce</b>	Yum! Brands
AXA Group	<b>Deloitte &amp; Touche</b>	<b>Honeywell</b>	Mary Kay	Sanofi-Aventis	<b>Ziff Brothers</b>
AZB & Partners	Desai Construction	Howell Laboratories	<b>MasterCard</b>	SAS Institute Inc.	
Azure Power	<b>Devas Multimedia</b>	<b>HSBC</b>	<b>Mayer Brown</b>	Sathguru Inc.	
Babcock & Wilcox	DeVry	Hughes Network Sys.	<b>McCahon Law Offices</b>	Savani Farms	
<b>BAE Systems</b>	<b>DHL</b>	<b>IBM</b>	<b>McGraw-Hill</b>	Saviance Technologies	
Bain & Company	<b>DLA Piper</b>	<b>ICICI Bank</b>	<b>McKinsey &amp; Company</b>	<b>SHRM</b>	
Baker & McKenzie	<b>DLZ Corporation</b>	<b>IDEX Corporation</b>	<b>McLarty Associates</b>	Sidley Austin LLP	
<b>Bank of America (ML)</b>	<b>Dolby Laboratories</b>	Idhasoft	<b>MeadWestvaco</b>	<b>Silicon Valley Bank</b>	
<b>Bank of NY Mellon</b>	Dow	<b>IEM</b>	Merck	Singhania & Partners	
Barclays	DRS Technologies	IGE India	<b>MetLife</b>	Sony Pictures	
Baxter	DSK Legal	<b>IMC</b>	<b>Microsoft Corporation</b>	<b>SPX</b>	
Bechtel	<b>Dua Associates</b>	Implant Sciences	Miller Canfield	<b>Starwood Hotels and Resorts</b>	
Bentley Systems	DuPont	India Globalization Capital	Mintz Levin	<b>State Bank of India</b>	
Bessemer Venture Partners	Dutt Menon Dunmorr	<b>Infosys Technologies</b>	<b>Monsanto</b>	State Street Corporation	
<b>Best Buy</b>	Stett (DMD)	Infotech Enterprises	<b>Monster.com</b>	<b>Stepcoe &amp; Johnson</b>	
<b>BGR Group</b>	Eastman-Kodak Company	Ingersoll Rand	<b>Morgan Stanley</b>	Stryker Global Technology	
<b>Bharat Forge</b>	<b>Eaton Technologies</b>	INOX Group	Motion Picture Assoc. (MPAA)	<b>STUDIOS</b>	
Bharti Realty	Echelon PR	<b>Intel</b>	NeuroFocus	<b>Architecture</b>	
<b>Biogen Idec</b>	<b>Economic Laws Practice</b>	IntelSat (PanAmSat)	<b>New Silk Route</b>	Sun Edison	
Bite Communications	Edelman	<b>International Paper</b>	<b>New York Life</b>	Sun Life Financial	
<b>Blackstone Group</b>	Educomp Solutions	<b>Intuit</b>	NewsCorp	<b>Sybase</b>	
Blakes	Edwards Angell	INVISTA	<b>NIIT Technologies</b>	Symantec	
Bloomberg	Eli Lilly	<b>Ireo Management</b>	Nishith Desai Assoc.	<b>T. Rowe Price</b>	
BMR & Associates	EMD Locomotive Tech	<b>ITC Group</b>	Nixon Peabody	Target	
<b>Boeing</b>	Equifax	<b>ITT Defense International</b>	Northrop Grumman	<b>Tata Group</b>	
	<b>Ernst &amp; Young</b>	<b>J. Sagar Associates</b>	Novartis	<b>Tatva Legal</b>	
	Essar Group		NUKEM	<b>TCOM</b>	





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