

USIBC Update



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

“Synergies Summit” Special Edition June 2009



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PepsiCo Performs with Purpose for Indian Farmers

Performance with Purpose has been the guiding principle behind PepsiCo's investments in India under the leadership of its Chairman & CEO and USIBC Chairman Indra K. Nooyi. True to its stated



PepsiCo Chairman & CEO and USIBC Chairman Indra K. Nooyi



PEPSICO

principle, the company's achievements under this banner have earned accolades from peers and industry bodies the world over. Recently, PepsiCo's "direct seeding" initiative earned the company the prestigious Golden Peacock Award for Excellence in Innovation in 2008.

Traditional methods of rice farming include planting and transplanting seeds in flood-irrigated fields – a process that is costly both financially and to the environment. PepsiCo's innovative direct seeding machines, which the company developed and provided free of cost to farmers through its initiative, allow farmers to skip the transplanting process and reduced water consumption by 30%. This year, direct seeding is being implemented over 2,000 hectares – an amount PepsiCo hopes to quadruple in three years. Success of the initiative has spread beyond its original Punjab location, so that farmers in Rajasthan, Karnataka, Tamil Nadu and Pondicherry now benefit from the technology, which also reduces methane emissions by over 40 percent. PepsiCo is also working towards garnering carbon credits to be shared with the farmers to increase their incomes even more, while simultaneously reducing greenhouse gas emissions that harm the environment. PepsiCo's current base of farmers is expected to more than double to 50,000 over the next three years.

As India's economy matures, PepsiCo is leading the way to high-value agriculture and food processing operations that will serve as the backbone of rural development and food security for the years to come.

Cognizant: Leader in IT Infrastructure Outsourcing

In April, Cognizant was recognized as a "Leader" in "The Forrester Wave™: Global IT Infrastructure Outsourcing". The company moved to the "Leaders" category for the first time in the benchmarking report, which evaluated 15 global firms with a track record of success in infrastructure services. The Forrester study evaluated and ranked Cognizant IT Infrastructure Services relating to current offerings, strategy, and market presence. Cognizant IT IS received the highest possible scores for client feedback on service quality, customer value proposition and vision, and investment to support growth strategy. Cognizant has "a good story to tell around current delivery – supported by solid client reference scores – and good plans for growing the business."



Cognizant

Cognizant (NASDAQ: CTSH) is a leading provider of information technology, consulting, and business process outsourcing services. Recognized by Fortune Magazine as one of the World's Most Admired Companies, Cognizant's single-minded passion is to dedicate our global technology and innovation know-how, our industry expertise, and worldwide resources to working together with clients to make their businesses stronger. Cognizant combines a unique onsite/offshore delivery model with a distinct culture of customer satisfaction. A member of the NASDAQ-100 Index and S&P 500 Index, Cognizant is a Forbes Global 2000 company and a member of the Fortune 1000. Visit them online at www.cognizant.com.

USIBC Launches Report on “The Value of Incremental Pharmaceutical Innovation: Benefits for Indian Patients and Indian Business”



The US-India Business Council (USIBC) and the Coalition for Healthy India (CHI) is launching a major new study at a press event titled “The Value of Incremental Pharmaceutical Innovation: Benefits for Indian Patients and Indian Business” at USIBC’s 34th Anniversary Synergies Summit on June 17th in Washington DC. Along with USIBC and CHI, Mr. David Simmons, President and General Manager, Established Products Business Unit, Pfizer, will participate in the press event

Commissioned by the USIBC and CHI, and funded by the U.S. Chamber of Commerce’s Innovation, Development and Employment Alliance, the report was produced by White & Case LLP and Dua Consulting.

The report reasons that Section 3(d) of India’s Patents Act, which prevents incremental pharmaceutical innovations from receiving patent protection, is worthy of amending to spur discovery and innovation.

Drawing upon studies of the impact of incremental pharmaceutical innovations on the economies of developed and developing nations, interviews with key stakeholders in the Indian pharmaceutical sector, and other methods, the report identifies a broad range of potential benefits of incremental pharmaceutical innovation for India.

Among the benefits identified are:

- An increase in drug price competition in India, thus reducing price and increasing access to medicine
- An increase in the quality of drug products in India through formulations and drug delivery systems better suited to India’s climate
- The development of treatments for diseases prevalent in India, such as TB, malaria and other tropical diseases
- A reduction in health care and other social costs in India by improving the quality and selectivity of drug products
- An increase in the number of treatment options within a given therapeutic class, which could increase the likelihood that there will be a treatment to which any given member of the Indian population will respond
- An increase in incrementally innovative activity can enable Indian pharmaceutical companies to develop their innovation expertise and to benefit from R&D spillover effects and synergies as they move increasingly into new molecule discovery

India stands poised to become a leading hub of global innovation. Indian pharmaceutical companies are at the center of this process. The report underscores the critical role that the protection of incremental pharmaceutical innovation must have in ensuring the development of new drug products that meet the needs of patients in India and worldwide.

To view the report, please visit <http://www.ahealthyindia.org/portal/chi/default>

World Class Talent: Korn/Ferry International in India

With more than 90 offices in 40 countries, Korn/Ferry International (Korn/Ferry) is a premier global provider of talent management solutions. Ranked the world’s number one executive search firm the past three years and headquartered in Los Angeles, Korn/Ferry has operated in India since 1995. From offices in Bangalore, Delhi and Mumbai, Korn/Ferry serves a wide-range range of clientele and delivers world-class talent and leadership solutions to companies throughout India.



Today, led by 13 partners and a large support team, Korn/Ferry India provides industry specialization across the financial, consumer, industrial, life-sciences and technology markets, as well as functional expertise in recruiting CEO and Board members. These trusted advisors deliver personalized service, strategic guidance and world-class leadership to local companies and multi-national corporations doing business throughout India while leveraging a sophisticated network of more than 500 consultants around the globe. “I see some of the greatest opportunities for India moving towards a global mentality. I really think that the intellectual talent is here, the opportunities are here to be grabbed, and the workforce will spur this country to really become a world leader over time,” said Jay Kizer, Global Managing Director of Korn/Ferry International’s Life Sciences practice.

In early 2008, Korn/Ferry was a proud partner of the “Lead India” campaign, a nationwide talent search organized by the Times Group to identify a ‘leader chosen by the public to lead the country.’ Utilizing its behavioral assessment and development tools, Korn/Ferry conducted assessments of the leadership styles, thinking styles and emotional competencies of the finalists.

For more information on the Korn/Ferry International family of companies, visit www.kornferryasia.com.

Dow India: An Enduring Commitment to Sustainable Growth

With more than 50 years of experience in the region, Dow Chemical International Private Limited (Dow India) is committed to growth through its experience as a world-leading chemical company, its expertise as a science & technology leader and its engagement with the communities in which it operates. From modest beginnings, Dow India has grown to more than 1100 employees across 10 locations including three manufacturing facilities and three global Centers of Excellence in the areas of research & development, engineering and transactional & operational services.



Dow India's product portfolio and industry knowledge support key regional applications in industries as diverse as paints & coatings, water, pharmaceuticals, automotive, alternative energies and construction.

In addition to business growth, our major corporate social responsibility (CSR) efforts combine the application of Dow's science and technology with financial contributions and employee volunteerism. Our marquee programs concentrate on facilitating long-term sustainable projects that have an ongoing impact on the betterment of the communities in which we operate: The Jaipur Foot Initiative provides free limbs (developed with Dow polyurethane), calipers and crutches to the physically challenged. The Sustainable Drinking Water project uses Dow Water Solutions reverse osmosis (RO) technology to set up water purification plants to provide access to a clean drinking water supply at a minimal maintenance cost.

Kailix Investments: Experience and Knowledge

Kailix Investment Advisors LLC is a New York based asset manager that provides superior risk-adjusted absolute returns by investing in a global portfolio consisting primarily of long and short equity investments. Kailix is focused on investment opportunities related to growth in developing world economies. Sector investments are primarily focused on energy, basic materials, and on industrials.

KAILIX INVESTMENT ADVISORS

From time to time some complimentary sectors added. The sector selection builds on Kailix's extensive experience investing in the cyclicals space supported by the broader knowledge of the investment team of Kailix. The investment process follows a rigorous research regime attentive to value identification and collaborative relationships with company management, which has yielded success over the past several years.

Mr. Manish Mittal, Chairman & Chief Investment Officer, leads the investment team and strategy of Kailix. Prior to founding Kailix Investment Advisors LLC, Mr. Mittal was the Chief Investment Officer of Blackstone Kailix Advisors L.L.C. and Senior Managing Director of The Blackstone Group L.P.



The Cohen Group Shares Domestic Homeland Security Expertise with India

On April 8-9, 2009, Admiral James Loy, Senior Counselor, The Cohen Group and former Deputy Secretary of Homeland Security and Commandant of the U.S. Coast Guard, traveled to India to meet with senior Government of India officials and industry executives to share his experiences of how the Homeland Security Department was established post 9/11, and the many lessons learned during that process. The U.S.-India Business Council invited Admiral Loy to keynote a roundtable session with leading U.S. companies titled, "The U.S. Homeland Security Experience Post 9/11".



In addition, the Confederation of Indian Industries' National Task Force on Internal Security, in an effort to strengthen the security and defense cooperation network, invited Admiral Loy to meet with representatives from security agencies, the Ministry of Defense, academia, and industry representatives to discuss the U.S. homeland security experience post 9/11, and the role of the private sector. The session was chaired by Ambassador Naresh Chandra, former Ambassador to the U.S.

USBIC looks forward to a continued partnership with The Cohen Group on important homeland security issues.

Max New York Life Insurance Co. Ltd.: Quality, Support, and Flexibility

Max New York Life Insurance Company Ltd. is a joint venture between Max India Limited, one of India's leading multi-business corporations and New York Life International, the international arm of New York Life, a Fortune 100 company. The company has positioned itself on the quality platform; in line with its vision to be the most admired life insurance company in India, it has developed a strong corporate governance model based on core values of excellence, honesty, knowledge, caring, integrity and teamwork.

Max New York Life has multi-channel distribution spread across the country. Agency distribution is the primary channel complemented by partnership distribution, bancassurance, alliance marketing and dedicated distribution for emerging markets. Agent advisors are trained in-house to ensure optimal control on quality of training. The company currently has around 80,400 agent advisors at 707 offices across 385 cities. Max New York Life provides an open, ethical and performance based working environment and prides itself in its Performance Management Process, career path clarity and leadership team, rated the best in India.



Max New York Life is also recognized and applauded for providing need based solution to all its customers. The company offers a suite of flexible products. It has 37 individual life and health insurance products and 8 riders that can be customized to over 800 combinations enabling customers to choose the policy that best fits their need. Besides this, the company offers 6 products and 7 riders in group insurance business.

USIBC Pushing for Passage of the Comprehensive Insurance Bill

The stunning victory by the Congress Party in last month's elections offers a unique and exciting opportunity for USIBC and its member companies to advance an advocacy objective that has remained elusive for the last ten years: passage of the Comprehensive Insurance Act. The new Government now has a mandate to press for passage of the Bill that will further open up one of the world's fastest growing insurance markets and help fund India's infrastructure build-out.

India first broke open its government-monopolized insurance market in late 1999 with the passage of the Insurance Regulatory & Development Act. That legislation opened the insurance industry to foreign investment, capped at a maximum of 26 percent. Since that time, the market has seen unprecedented growth and is expected to reach \$60 billion in the next few years.

The Insurance Act would further open this market, by lifting the cap on foreign direct investment (FDI) from 26 to 49 percent. This FDI change will be an important step in helping extend protection to millions of Indians who currently have no access to social security, quality health care, or any sort of protection against injury and death.

The insurance industry, especially the life insurance industry, plays an important role in funding infrastructure development through investment in long-term domestic financial instruments. In this context, the 26 percent cap on foreign equity only serves to prevent greater funding for India's infrastructure objectives and does not help in deepening the domestic debt and capital markets.

The Taj Pierre Re-Opens

The Pierre, the U.S. flagship of Taj Hotels Resorts and Palaces on New York's Fifth Avenue overlooking Central Park, reopened June 1 following a meticulous \$100 million renovation to create new guestroom and bath interiors, reconfigured first floor public areas, a new bar/lounge, and elegant boardroom.

The residential-style interiors designed by James Park Associates perfectly complement The Pierre's classic ambiance of quiet refinement and restore a sense of the property's original grandeur with high ceilings, richly upholstered furniture and fabrics, as well as WiFi, iPod docking stations, and a working desk with built-in data and power outlets. Bathrooms feature Turkish marble, glass walled showers with oversize shower heads, separate soaking tub and flat panel television.



Public spaces were brilliantly redesigned by Champalimaud, who respected the neo-Georgian architectural bones of the building while adding contemporary touches to create an exciting bar/lounge called Two E, and elegant lobby areas accented by six masterpiece paintings by five contemporary Indian artists chosen from the extensive art collection of the Taj Mahal Palace & Tower in Mumbai. Opening later this summer is Le Caprice, our brasserie-style restaurant and the first outside London for this celebrated UK favorite.

Honeywell's Committed to a Bright Future with India F125N engine the "clear choice" for the IAF Jaguar



Chairman and CEO of Honeywell International Inc, David Cote was in India last month for the inauguration of Honeywell's second research and development (R&D) center in India's technology hub, Bangalore. "India is an integral part of Honeywell's global growth strategy," said Cote during his visit. "We are committed to India as a manufacturing location, export hub and most importantly as a center of engineering and R&D excellence." The company has invested \$50 million to establish the new Indian facility, which will accommodate 3,000 people.

Honeywell, which is represented by all its four units – Aerospace, Automation & Control Solutions, Transportation Systems and Specialty Materials in India – was well ahead of the pack in having an Indian presence. Today, the company is well positioned in key growth areas including aerospace & defense, public safety & security and infrastructure development. It now employs over 10,000 in-country – largely a result of Cote's vision for India. The company is a vital member of the U.S-India Aviation Cooperation Program (ACP), a public-private partnership between the U.S. Trade Development Agency (USTDA), the U.S. Federal Aviation Administration (FAA) and U.S. aviation companies, designed to work directly with the Indian Government to identify and support India's civil aviation sector modernization priorities.

A leader in the aerospace & defense sector, Honeywell has proposed its F125IN turbofan engine to the Indian Air Force for Jaguar Fighter Aircraft Superior Mission Capability and provides advanced avionics to several of the Medium Multi-Role Combat Aircraft (MMRCA) platforms. Augmenting its rich portfolio of leading-edge products, Honeywell has strongly supported USIBC's defense advocacy objectives in India, chairing its Executive Defense Steering Group for several years and recently co-leading the 9th Executive Defense Mission to Aero India 2009.

Jothi Purushotaman named President, UTC India



United Technologies Corp., a provider of high-technology products and services to the global aerospace and building industries, has recently named Jothi Purushotaman as President, UTC India.

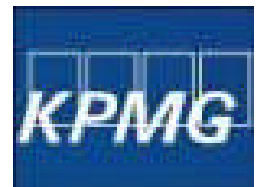
Purushotaman's existing customer and business relationships in India, along with his broad UTC experience, make him uniquely qualified for his new role. He will support the expansion of UTC's market presence in India to take full advantage of product line synergies and business relationships with key customers, suppliers and partners. He will work closely with UTC business unit leadership to achieve aggressive revenue targets

India represents a strategic growth opportunity for United Technologies Corp., a member of the prestigious Dow Jones Industrial Average, due to the country's favorable demographics, pro-growth government initiatives, and openness to foreign direct investment. India's accelerating modernization and emerging middle class also present unique opportunities for UTC, which already has a longstanding, substantial and growing presence in India, with 107 offices and four factories in 47 cities. Through its Otis unit, UTC's presence in India dates back more than 100 years. UTC also has many suppliers and business partners in India. UTC's revenue in India last year exceeded \$500 million.

UTC is a diversified company, based in Hartford, Connecticut, reported 2008 net income of \$4.7 billion on revenue of \$58.7 billion.

KPMG LLP: Dedicated focus on the U.S.-India Corridor

India, although not immune to the global financial crisis, offers something currently not widely seen – growth. With anticipated GDP growth of over 6% in 2009, India will be the second-fastest growing economy in the world, providing numerous opportunities for investors. India presents an opportunity for revenue growth and a potential to optimize costs.



Recognizing India's role in the global marketplace, KPMG LLP has created a practice comprising senior level advisory, tax and audit professionals in the U.S. to help companies succeed in the U.S.-India corridor. Working seamlessly with KPMG in India, we assist corporations and investors from India who seek to invest or operate in the U.S. And we assist U.S. clients who wish to operate or invest in India. Entering and succeeding in a new market, whether the U.S. or India, needs a well thought out strategy and plan that encompasses business, financial and tax considerations. Equally important is access to sound advice in all stages of execution.

KPMG's U.S.-India Practice is uniquely positioned to support our clients in meeting these challenges. We offer the business, financial, technical, and market insight necessary to facilitate success in the U.S.- India corridor. Our focus on industry and country-specific experience means we can deliver high quality advice and assistance with a deep knowledge of your specific business issues as well as an overriding commitment to providing leading service.

For further information about the U.S.-India Practice, please contact Arun Kumar at 650-404-4910 or amkumar@kpmg.com

Oberoi to Open Newest Property: Trident, Bandra Kurla, Mumbai

Trident, Bandra Kurla is an elegant and contemporary business hotel located within the Bandra Kurla Complex in the heart of the new financial and commercial district of Mumbai in India. The hotel is located 8 kilometers from the domestic airport, 13 kilometers from the international airport, and 4 kilometers from the fashionable shopping and entertainment hub of Bandra.

The hotel will offer warm and friendly service in a relaxed environment. The 436 guestrooms will be appointed with state of the art amenities. Guests at Trident, Bandra Kurla will be able to enjoy an array of dining options and extensive business and meetings facilities that accommodate up to 450 people. Recreational facilities will include an outdoor swimming pool, a well-equipped fitness centre and a spa.



For more information and reservations, please visit <http://www.tridenthotels.com> or contact General Manager Visheshwar Raj Singh at +91 22 6672 7777.

U.S. – India Homeland Security Cooperation an Important Advocacy Focus



In the aftermath of the terrorist attacks in Mumbai on November 26th, 2008, Indian authorities have sought to respond to the outpouring of public anger and frustration at the domestic security measures by passing legislation that would better equip the state to prevent and defend against extremist attacks. The Indian Parliament, has for example, strengthened existing anti-terror laws by expanding definitions of terrorist attacks. One of the key initiatives taken by the Government of India was to fast track acquisition of equipment necessary for a robust homeland security set up. As such, it has sought offers from various companies and assurances from multiple countries to provide the much needed equipment and articles.

USIBC has, among its membership, many retired and former U.S. government officials who were instrumental in shaping the U.S. homeland security apparatus in the wake of September 11th attacks. These

individuals serve as a vital resource for the Council's efforts in advocating for a closer partnership, and greater synergies, between the United States and India on homeland security issues.

While USIBC will continue to be an invaluable forum for an exchange of ideas, real value is delivered through our member companies who possess cutting edge technology and systems, much of it in high demand by India's Ministry of Home Affairs. Equipment such as C4ISR articles; unmanned aerial vehicles; personal protection equipment; perimeter and boundary protection; firearms and nonlethal weapons; cyber security and anti-intrusion software; and biometrics are examples of materiel and services that USIBC companies can provide to the Government of India.

To learn more about USIBC's work on Homeland Security Cooperation or to get your company involved please contact Nik Khanna at nkhanna@uschamber.com

Monsanto: SHARE Enhances Sustainable Farming



Building on its commitment to help farmers increase productivity in a sustainable manner, Monsanto launched Project SHARE (Sustainable Harvest, Agriculture, Research, Environment) and has committed Rs 6 crore (\$1.3 million) to pilot the program. Project SHARE will support up to 10,000 small corn and cotton farmers in Andhra Pradesh, Maharashtra and Rajasthan. The project aims to improve farmer lives in India, as part of its global three-point commitment to help increase global food production in the face of growing demand, limited natural resources and a changing climate.



Even as India boasts record food grain production, farmer incomes have remained low, with rural livelihoods at risk. Poor irrigation, pest infestations, a lack of financing and limited access to markets have hampered agricultural incomes and ability to operate at full potential. Project SHARE, in partnership with the Indian Society of Agribusiness Professionals (ISAP), will help farmers identify and implement new technologies to increase yield in a self-sustaining and eco-friendly manner. The project will develop around 400 clusters of 25 farmers that will be exposed to new farming technologies, agricultural inputs and high quality seeds. Additionally, experts from Monsanto and ISAP will assist farmers in financing and marketing activities such that these skills can contribute to sustainable business practices amongst individual farmers.

Leaders from the Monsanto SHARE program



Ensuring the Continued Competiveness of the Indian ICT Sector

The phenomenal growth of the ICT sector over the last twenty years has been one of the great success stories of modern India. As the global economy continues to converge and become more interconnected, other economies are seeking to emulate and compete with India. In order to maintain its competitive edge, India must address a number of issues related to tax, labor and incentive policies. USIBC and its member companies are working closely with the Indian government to address these critical areas:

Tax Administration: The tax assessment and collection system in India has not kept pace with reforms and, as a result, foreign companies are finding the business environment less predictable and investor-friendly, particularly in the ICT sector. India must continue to extend important tax incentives that have helped attract the world's largest multinational companies. Over 15 years ago, India established the Software Technology Parks of India tax exemption, allowing IT service operations a flat 10-year income tax exemption. In 2003 the Finance Minister announced that this policy would be ended in 2009, without allowing existing firms to be grandfathered, even if they have remaining years of exemption. Extending the STPI tax incentive beyond 2009 will help maintain India's IT industry competitiveness and keep India an attractive and predictable destination for IT investment.

Labor Reform: Reform of India's outdated labor laws is also crucial to long-term investment by American companies. Current laws and regulations do not offer companies flexibility. The lack of reform is negatively impacting the long-term investment strategies.

These advocacy efforts will help to further strengthen the bilateral high-tech relationship and increase the competitiveness of both economies. Twenty-Five years ago, the government of Prime Minister Rajiv Gandhi released the New Computer Policy, implementing important reforms and incentives to facilitate IT growth and help India's entrepreneurs. The result was an explosion of growth in the ICT sector. Advancing new reforms in the ICT sector would be an appropriate way to celebrate Rajiv Gandhi's important legacy.

"Green India": USIBC to Embark on 'Clean-Energy' Mission in Fall 2009

In October 2009 the U.S.-India Business Council (USIBC), in partnership with the Confederation of Indian Industry (CII), will lead one of the largest delegations of American renewable energy companies to India. The aim of the "Green India" Mission will be to feature American clean energy solutions and renewable technologies that will help India meet its growing energy demands in an environmentally responsible manner. The Delegation will attend CII's Green Business Summit in Mumbai, interact with leading private industry executives and meet with top Government of India (GoI) officials who will be critical in shaping the regulatory framework for investments in India's clean energy sector.



One of the key goals of the "Green India" Mission will be to underscore the competitiveness as well as cost-efficiency of U.S. alternate-energy solutions. In critical sectors such as the deployment of solar energy generation, energy efficiency solutions and biodiesel production – U.S. technologies and companies are global leaders. A 2008 Ernst & Young Study ranks the United States as Number One worldwide for "national renewable energy markets, renewable energy infrastructures and suitability for individual technologies."

President Obama and Prime Minister Singh are committed to addressing climate change and there is a renewed focus in both countries on the necessity of developing 'green' economies. USIBC is committed to supporting the GoI in its efforts to create a robust clean energy sector and USIBC strongly believes that American companies will play a pivotal role in supporting India develop and deploy low-carbon energy solutions.



Prince Charles at "Garden and Cosmos"

Smithsonian to develop "Classical to Contemporary"

The Smithsonian Institution's Freer and Sackler Galleries are excited to announce the educational initiative "Classical to Contemporary: A Teacher's Web Resource for Indian Art." The website will provide teachers with free access to hundreds of images and lesson plans connecting classical Indian art with contemporary culture. The goal of "Classical to Contemporary" is to increase student appreciation for the cultural heritage of India and provide teachers with information, which will be presented accurately in three languages: English, Hindi and Kannada.

The Freer and Sackler thanks the USIBC for supporting the highly successful exhibition "Garden and Cosmos: The Royal Paintings from Jodhpur" at the Freer and Sackler Galleries in 2008 which will be housed at the National Museum of India beginning this fall. The Washington venue was generously supported by the following USIBC-members: Tata Group, The Boeing Company, Lockheed Martin, Blackstone Group, American International Group, and Federal Express. For more information about sponsorship of "Classical to Contemporary" and "Garden and Cosmos" please contact Jaap Otte at ottej@si.edu or +1.202.633.0407.

USIBC MEMBERSHIP EXPANDS

***Bold** Denotes Chairman's Circle*

4G-Identity Solutions	Cargill	Fox Insurance	Joshi Technologies Int'l	Oracle Corp.	Target
A.O. Smith	Caterpillar	Fragomen	K. Raheja Corp.	Oracle Financial Software (i-File)	Tata Group
A2Z Maintenance & Eng	CFA Institute	Fremont Group	Kailix Investment Advisors	Oracle Travel	TechniGraphics
AAHOA	CH2M Hill	Fuel Tech	Kegler Brown	Paramount Farms	Technology Solutions Prov.
Abbott Labs	Chatterjee Group	General Atlantic Part.	Kelley Drye	Patton Boggs	Texas Instruments
Accenture	Chevron	General Dynamics	Kohlberg Kravis Roberts	PepsiCo	Texas Pacific Group
ACE	Chugh Firm, The	General Electric	Korn/Ferry	Pfizer	Textron
Acumen Fund	Cisco Systems	GeoSphere Capital	Kotak Mahindra	PGA Tour	Thorium Power
AES	Citigroup	Gilbert Tweed	KPMG	Pillsbury Winthrop Shaw	Time Warner
Afras	Clearwater Capital Partners	GMR	L-3 Communications	Pinkerton	Tishman Speyer
Agilent	Coca-Cola Company	Goldman Sachs	Lahmeyer International	PPG Industries	Titus & Co.
AK Global Solutions	Cognizant	Goodrich Corporation	Larsen & Toubro	Praxair	Topworth Steels & Power
Akin Gump	Cohen Group	Google	Leading Authorities	Prestige Jewelry Int'l	Trade Tech
Amarchand Mangaldas	CommuniClique	GSE Systems	Leela Hotels & Resorts	PricewaterhouseCoopers	Transco
Amas Investments (HBI)	Connectiva Systems	Guardian Industries	Lexygen	Principal Financial	Travelers Companies
American Express	Continental Airlines	Gutenberg Communications	Lighthouse Funds	Project Management Inst.	Trilegal
American Int'l. Group	CoverDyn	Hampshire Hotels	Linklaters LLP	Protiviti Consulting	Tyco
Amgen	Covington & Burling	Harley-Davidson	Lockheed Martin	Punj Lloyd	Ultralife Corporation
Amway	Cravath Swaine & Moore	Hewlett Packard	Luthra & Luthra	QinetiQ	United Conveyor Corp.
Andrews Kurth	Crowell & Moring	Hindustan CC	Majmudar & Company	Qualcomm	United Tech./ Pratt
Anheuser-Busch	Cummins	Hines	Mars	QuEST Global	United Way Int'l.
Antarctica Capital	Customized Energy Solutions	Hirco Developments	Mary Kay	Ranbaxy	Universal Weather
Antenna Research	D.E. Shaw Group	HMSHost	Mass Mutual	Raytheon	UPS
Apollo Group	Dell	Hogan & Hartson	MasterCard	Reliance Communications	Ureenco
Applied Materials	Deloitte & Touche	Honeywell	Maxim Group	Reliance Industries	URS
Ashland	Devas Multimedia	HOPE Foundation	Mayer Brown	Research in Motion (BlackBerry)	USEC
Astonfield	Discovery Comm.	Howrey LLP	McCarter & English	Rockwell Collins	UST Global
AT & T	DLF Limited	HSBC	McGraw-Hill	Rolta	Vedder Price
ATK Alliant Tech.	DLZ Corporation	Hughes Network Sys.	McKinsey & Company	Salesforce	Veracity Worldwide
Avasara Tech.	Dorsey & Whitney	IBM	McLarty Associates	Sanofi-Aventis	Verizon
AZB & Partners	Dow	ICICI Bank	Merck	Santech International	Vermeer
Babcock & Wilcox	Dua & Associates	Idhasoft	MetLife	Satyam	Visa International
BAE Systems	Dykema Gossett	IMC	Microsoft	Savani Farms	Viswanathan & Co.
Baker & McKenzie	Eaton Technologies	India Globalization Capital	MK Technology	Shaw Group	Vornado Realty Trust
Baker Donelson	Eli Lilly	infoUSA	Monsanto	Shell	W.L. Ross (IARF)
Bank of America	EMD Locomotive Tech	InsCap	Morgan Stanley	SNC-Lavalin	W.P. Carey
Bank of NY Mellon	EP-Team	Intel	MRU Holdings	Sony Pictures	Walchandnagar Industries
Barbour Griffith Rogers	Ernest & Young	IntelSat (PanAmSat)	MTAR Technologies	SPX	Wal-Mart
Bechtel	Eros Entertainment	Intercontinental Exchange	Nenko Advisors Int'l	STAR/ NewsCorp	Warburg Pincus
Becton Dickinson	Estee Lauder	InterGen Services	New Silk Route	State Bank of India	Westat
Best Buy	EXCEL Services	International SOS	New Vernon Capital	Step toe & Johnson	Westinghouse
Bharat Forge	Exxon Mobil	Ireo Management	New York Life	Stevens Inst. of Tech.	Weston Solutions
Blackstone Partners	Fairfax Investment	ITC Group	New York Stock Exchange	Stonebridge	White & Case
Blakes	Federal Express	ITT Industries	NewsMarket, Inc.	Strategic Capital Investments	Wilmer Hale
BMR & Associates	Feedback Ventures	J.M. Baxi & Co.	NIIT Technologies	Stryker Global Technology	Winston & Strawn
Boeing	Fidelity	J.P. Morgan Chase	Nishith Desai Assoc.	Suneeta Dewan/ Rajeev Kaul	Wipro
Business Software Alliance	Finnegan Henderson	John Deere	Northrop Grumman	Sybase	Xerox
CA	First Urgent Care	Johnson & Johnson	Novartis	Synchron Systems	Yes Bank
Cameco Corporation	FMC Corp.	Johnson Controls	Oberoi Group	Synergics	Yum! Brands
CANBERRA	Ford Motor Company	Jones Lang LaSalle	OCR Services	Tano Capital	

USIBC BOARD WELCOMES NEW DIRECTORS

RECENT INDUCTEES

**Nelson W.
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CALENDAR OF UPCOMING EVENTS

- June 18 **USIBC Nuclear Task Force Meeting**
Washington, DC
By Invitation Only
- June 19 **USIBC Infrastructure Working Group Roundtable, featuring Ambassador A.K. Singh, Deputy Chief of Mission; Export-Import Bank of the U.S., U.S. Department of Treasury; leading U.S. and Indian companies.**
Washington, DC
By Invitation Only
- June 26 **USIBC Supports The 2009 2nd Annual India Trade Conference in Los Angeles**
Los Angeles, California
To register please visit www.QuantaCo.com/itc
- July 10 **USIBC to Host an Intimate Roundtable Discussion on "US-India Dialogue: Prospects for Deeper Economic Reform"** with Mr. Christopher Padilla, Vice President, Government Programs at IBM Corporation.
New Delhi
For further information please contact Nivy Mehra at nmehra@uschamber.com.
By Invitation Only
- Sept 10 **USIBC Supports Economist Conferences "India Forecasting Forum: Taking Charge in Turbulent Times"**
New Delhi, India
Hear experts from The Economist Group and business leaders analyze the government's first 100 days in office and the impact of its policies and actions on the country's economic and business landscape. For more information please visit <http://guest.cvent.com/EVENTS/Info/Summary.aspx?e=26d311f0-2bda-4cd3-b036-ac96e1ed9214> or contact Ms. Ruchika Rana at ruchikarana@economist.com
- Oct. 8-10 **USIBC Supports "Leaders in India" Business Forum**
Mumbai, India
Leaders in India is a comprehensive platform for high level information exchange and peer-to-peer contact between Indian and global business leaders. The forum will not merely highlight the multifarious challenges facing Indian and global business, but also focus on the solutions to these problems.
For more information please visit www.leaders-india.com.
- Oct. 29-30 **USIBC to Host 2nd Annual USIBC-CII Green India Summit**
New Delhi, India
Co-sponsored by USIBC and CII, the 2nd Annual Green India Summit will put on display the burgeoning commercial opportunities in India's clean energy and clean water sectors, and the technologies which will help India meet its ambitious needs. During the week of the event, USIBC will lead to India a major trade mission comprised of clean energy and clean water companies. The USIBC delegation will meet with top Indian policymakers and its counterparts from India's private sector. For further information, please contact Ted Jones at tjones@uschamber.com or Akbar Khalid at akhalid@uschamber.com.
- Oct. 29-31 **USIBC Supports IFSEC India 2009**
IFSEC is the leading trade show for security, fire technology and internal security in New Delhi. U.S. companies will have the opportunity to showcase their products and services.
- Nov. 3-6 **USIBC Supports CASBAA Convention 2009**
Hong Kong
USIBC supports the CASBAA convention which is the only event in Asia to unite leading visionaries and influencers from satellite, cable TV, broadband, content providers, online platforms, telecommunications, technology, advertising and regulatory bodies across Asia's 14 markets and 300 million pay-TV subscribers. This year, the convention will also take an in-depth look at the challenges and opportunities of operating in India. For more details, contact Larry Navin at lnavin@uschamber.com
- Nov. 8-10 **USIBC Supports CII India Economic Summit – World Economic Forum**
New Delhi, India

**Our Thanks to the Diamond Sponsors of
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