

USIBC Update



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

October 2009

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USIBC Prepares to Host India's Prime Minister



It has been five years since India's Prime Minister has set foot in the Nation's capital, and the American business community is busily preparing to make this an historic occasion - being the first official State visit of President Obama's Administration.

In addition to the important bilateral discussions that will take place between the leaders of the world's two largest free-market democracies, the Prime Minister will address the American business community at a luncheon jointly organized by USIBC and the U.S. Chamber of Commerce.

Indra Nooyi, USIBC's chairman, and Tom Donohue, the U.S. Chamber of Commerce's President and CEO will host this important event.

Kapil Sibal brings education reform to India

The Right of Children to Free and Compulsory Education Bill, which recently passed in Parliament, is a sure step forward for education in India. This is one of the many reforms that Human Resource Development Minister Kapil Sibal proposed to accomplish within the first 100 Days of his term. Now that 100 days have passed, Minister Sibal has proven true to his word as all of the proposed legislations have passed or are expected to pass in the next parliament session.



These initiatives include creating an overarching authority for Higher Education and Research, as has been recommended by the Yashpal Committee and National Knowledge Commission (NKC), to set criteria and decide on entry of higher-education institutions, in addition to establishing an accreditation board for higher education. Also included in the proposed initiatives is a law to regulate the entry and operation of foreign educational providers. The Foreign Education Providers Bill is currently under review by the Cabinet. This bill will allow foreign universities to establish a presence in India under the regulations set forth in the Act, enabling them to grant admission and award degrees, diplomas or certificates in India. Many universities, primarily from the U.S., UK, and Australia, have already expressed interest in setting up shop in India. In order to match population growth, India will need 1500 new universities over the next 5 years. The passing of this bill is a much needed step toward that effort. It is anticipated that The Foreign Education Providers Bill will be tabled in the winter session of parliament.



The U.S.-India Business Council (USIBC) will be launching an Education Initiative in advance of the Prime Minister's upcoming visit in order to promote the entry and establishment of U.S. Educational Institutions in India, including in higher education, executive management and business, undergraduate, vocational training, and K-12. USIBC is looking forward to working with the Hon'ble Kapil Sibal to continue to spur reform in India's education sector. For more information, please contact kbyrnes@uschamber.com.

U.S. – India Business Council Hosts Honorable Minister Jairam Ramesh

Environmental Sustainability & Commercial Opportunities in Sustainable Development

In the run up to the 64th Session of the United Nations General Assembly, a number of senior Government of India officials visited New York City to attend the U.N meetings as well as to lay the foundation for Prime Minister Manmohan Singh's attendance at the G-20 meetings in Pittsburgh on September 24th and September 25th. The U.S. – India Business Council took advantage of the many senior ministers in town to set up intimate roundtables for our member companies. One of the more exciting interactions was with Minister of State for Environment & Forests, Mr. Jairam Ramesh.



Hosted in partnership with the Confederation of Indian Industry (CII), the meeting was a timely discussion of how the private sector can help India develop and deploy low-carbon technologies to combat climate change. The meeting was also part of USIBC's "Green India" Initiative, launched last year to promote the development of India's clean energy infrastructure. During the roundtable, U.S. industry had an opportunity to hear from the Minister on his views about the role of the private sector in positively impacting climate change as well as to discuss the role U.S. industry can play in helping India meet its growing energy needs in an environmentally responsible manner.

As head of the Ministry of Environment & Forests, Minister Ramesh is in charge of the administrative structure for the planning, promotion, co-ordination and implementation of important environmental programs. Mr. Ramesh will also be a key member of India's policy team for the climate change talks in Copenhagen later this year.

The USIBC looks forward to working with the Hon'ble Minister to encourage U.S. companies to bring the latest and best green technologies to India. The Council has consistently worked with member companies to ensure the highest representation for U.S. companies in India in the energy infrastructure, environmental technologies and clean water sectors. The opportunity for synergy is enormous, and perfectly complements the Obama administration's priority to advance collaboration in science and technology as well as deepen commercial ties between the United States and India.

For more information on USIBC's Green India Initiative, please contact Ted Jones at tjones@uschamber.com or akhalid@uschamber.com

USIBC Hosts Secretary Shankar, Ministry of Commerce & Industry



Secretary Ajay Shankar (center) addresses USIBC members at the offices of Baker & McKenzie.

On September 14th, USIBC hosted Ajay Shankar, Secretary of the Department of Industrial Policy and Promotion (DIPP), part of the Ministry of Commerce & Industry, at the offices of Baker & McKenzie LLP. USIBC members had the opportunity to participate in a candid discussion with the Secretary, which focused on Foreign Direct Investment (FDI) guidelines as well as larger issues surrounding Doha trade negotiations and the U.S.-India Bilateral Investment Treaty (BIT).

Secretary Shankar emphasized that India is a favorable destination for FDI, with 10-fold growth in investment flows in recent years. While reforms have been incremental, Secretary Shankar states that India is very investment-friendly and referenced an OECD study commissioned by the Government of India to determine India's openness to FDI which will soon be made public. Secretary Shankar stressed the success of the manufacturing industry as a prime example where FDI has benefitted investors and local companies, alike. Several automobile companies now use India as a local manufacturing hub to supply markets in the Middle East and Asia Pacific region. However, Secretary Shankar acknowledged that in certain sectors, like financial services, retail and defense, FDI continues to be restricted.

100% FDI is currently allowed in the cash-and-carry segment of India's retail sector and Secretary Shankar encouraged investment in the farm-to-market supply chain. Underscoring the inherent challenges of India's retail sector, including high real estate prices, lack of supply, and competition with unorganized retailers, the Secretary stressed the lack of a social safety net in India and the natural apprehension associated with organized retail moving too aggressively.

In this meeting with USIBC members, Secretary Shankar also highlighted "Invest India", a new initiative started with the Federation of Indian Chambers of Commerce & Industry (FICCI) and state governments, aimed at assisting SMEs and family-owned businesses to navigate Indian investment laws and regulations.

USIBC Hosts Kamal Nath “Road Show” in New York

The U.S.-India Business Council, in partnership with the Confederation of Indian Industry, hosted Honorable Kamal Nath, Minister for Road Transport and Highways for an intimate roundtable in America’s financial capital on September 15, 2009 – focusing U.S. investment attention on India’s roads and highways. Minister Nath was in the United States for a week, capping off a world tour to revive foreign interest in India’s massive infrastructure development, particularly roads and highways. India’s road network of 3.32 million km is second only to the United States and is in need of major upgrades.



India is set to launch the world's biggest Public Private Partnership program that will result in the development of 15,000 km of roads and highways over the next three years at a cost of \$70 billion (about Rs 350,000 crore). The current five year plan calls for \$500 billion in upgrades to India's infrastructure sector -- with about one-third of the investment coming from the private sector.

Speaking to USIBC’s premier engineering, construction and investment firms, Minister Nath said, “This is one of the most important projects the Government of India has ever undertaken. Roads and Highways cross the country and touch every facet of life, as well as provide vital connectivity for trade and commerce.”

The 2009-2010 Union Budget announced a 23% increase in the country's highway budget -- lifting it to \$4 billion. Minister Nath has presented detailed plans for increasing the pace of road building, up from 2km a day to 20km a day. The plans – with timelines for land acquisition, feasibility studies, bidding and building – envision the construction of 127 roads in the coming year, at a cost of \$20 billion (about 982 billion rupees). Fifty percent of the projects would be undertaken on a “Build-Operate-Transfer (BOT) basis.”

Accompanying Minister Nath was Mr. Brijeshwar Singh, Chairman of the National Highways Authority of India, which is already inviting bids for 60-70 projects in the current financial year for construction of 7000-8000 km of highways and is setting up an “Expressway Authority”, a first for India.

U.S. developers and construction companies have expressed concern with aspects of the model concession agreement (MCA), including the termination clause, exit clause, conflict of interest and definition of associates clauses. Minister Nath assured that many of these issues would be ironed-out by the end of the month and said institutional capacity building, feasibility studies and mega projects would herald a new era of development of infrastructure projects.

Harley Davidson launches in India

USIBC Hosts Global President & COO Matthew Levatich in New Delhi



Following Harley Davidson’s much awaited official launch in India, USIBC hosted an exclusive roundtable discussion with by Matthew S. Levatich, President and Chief Operating Officer, Harley-Davidson Motor Company, and Anoop Prakash, Managing Director – India, Harley-Davidson Motor Company.

USIBC Board Member Tejpreet Singh Chopra, President & CEO, GE India, Sri Lanka and Bangladesh, chaired the meeting, and senior executives from USIBC’s membership were present to share their perspectives on global Expansion & innovation in challenging times.



Matthew Levatich believes that given the rapid development of India's economy and physical infrastructure, this is exactly the right time to bring the world's greatest motorcycles to one of the world's largest motorcycling nations. Harley-Davidson is the global leader in cruising and touring motorcycles and ranks as one of the strongest brands in the world, with motorcycle sales now in more than 70 countries. India’s rising middle class and significant investment in construction of new highways have opened the door to leisure motorcycle riding, and the Harley team is enthusiastic and excited for this new adventure to begin.

USIBC Hosts Conversation with John Negroponte and Shekhar Dutt

On September 7, USIBC hosted a special dialogue featuring Ambassador John Negroponte, Vice Chairman – McLarty Associates and former Deputy Secretary of State and Shekhar Dutt, Honorable Deputy National Security Advisor, Government of India.

Mr. Dutt, a former Defense Secretary in the Ministry of Defense, lauded USIBC for its unique role in connecting the United States and India. He spoke of the increased “connectivity” and interaction between the countries, primarily based on people, governance and the rule of law. He spoke of strong democratic institutions, like the U.S. and India, where the executive, judiciary and legislative pillars of government provide stability and sound governance. He compared this to countries that did not follow the rule of law, and as a result, experience difficulties in economic, political and security development.



Singling out Pakistan and Afghanistan, he said terrorism should not be an outlet for voicing political disagreements. This extended to other hotspots in the world as well, where a lack of basic governance and social unrest lead to extremism. He spoke of the threats from non-state actors (high incidents of piracy) in Somalia and the terror camps operating in Pakistan. It is in India’s interests that we see a strong and stable Pakistan, he said. In Afghanistan, Mr. Dutt called for an urgent need of assistance in reconstruction and capacity building across key areas, including infrastructure, healthcare and communications. Lastly, he spoke of the drug trade, aided by groups such as the LTTE in Sri Lanka, which had caused harm to neighboring countries like India.

Ambassador Negroponte recalled US scientific collaboration in the past with India and closer security and counter-terrorism cooperation since 9-11. He called the shift in U.S.-India relations since the 1960s “significant”, saying there was no particular “irritant” in the bilateral relationship. ...*Continued on page 8*

Western Union facilitates remittances to India



According to the recent Human Development Report for 2009, released by the United Nations Development Programme (UNDP), remittances from Indian migrant workers are about 1.5 times more than the total foreign investment in the country.

Reserve Bank of India (RBI) data highlights that private transfer receipts comprising mainly remittances from Indians working overseas and local withdrawals from NRI (non-resident Indian) rupee deposits, increased 9.4% to \$13.3 billion during the first quarter this fiscal from \$12.2 billion in the corresponding period a year ago. And through March 2009 this year, India received roughly \$44 billion in remittances from Indians living and working overseas.

A key stakeholder in the remittance process, the Western Union Company, a global leader in money transfer services continues to work closely with Government entities such as India Post and Public Sector Banks to expand remittances services across India. Consequently, Money Transfer services are now easily accessible to the masses especially across rural India, thanks to the extensive network of bank branches, post offices and even retail agent locations that now offer Western Union's Money Transfer services.

Globally, Western Union is associated with around 100 postal organizations, predominantly offering money transfer services to rural areas. Across South Asia, post offices and banks play an important and influencing role for villagers and community elders. Consequently, financial services offered through post offices and banks are well regarded among consumers who frequent these locations.

As remittances play an important role in bringing in capital flow to India, companies like Western Union ensure that money is transferred in a reliable and efficient manner.

P&W Green Power Grant Provides Clean Water to Children's Home in India

A Pratt & Whitney Green Power environmental grant is helping to bring clean drinking water to the young children who live at the Project Krushi home for children in Hyderabad, India. Before the new water filtration system was installed this summer, clean drinking water had to be trucked from many miles away at significant cost to the home. Project Krushi was established in 1995 by the Association Saikorian as a home for children in difficult circumstances - who have no parents, have broken families, or have run away for various reasons. In addition to running the home, Project Krushi is also involved in improving the education standards of the children studying in the schools around Hyderabad.

Over the last five years, Pratt & Whitney has supported the work of the home. This year, Pratt & Whitney gave Project Krushi a Green Power environmental grant to complete an Infotech-designed reverse osmosis water filtration system that is bringing clean water to the more than 80 children, who range in age from 4 to 18 years old. Infotech is an engineering services supplier to Pratt & Whitney located in Hyderabad.

“We look forward to continuing our work with Project Krushi on the advancement of math and science education for children in the Hyderabad area,” said Paul Adams, senior vice president, Pratt & Whitney Engineering, in presenting the Green Power grant. “Supporting their work with children is consistent with our mission of corporate responsibility and improving environmental health and safety in our communities.” Pratt & Whitney targets its charitable contributions to worthy organizations in regions in which the company operates or hopes to gain new business. India is one of those emerging markets. India’s aviation industry is expected to grow significantly over the next two decades. Boeing recently called the growth potential in Indian aviation “the greatest in the world” and estimated Indian carriers could require 1,000 commercial aircraft in the coming decades.

“Association Saikorian and Krushi are grateful to Pratt & Whitney for their kind financial support over the past five years to improve the educational standards specifically in mathematics and science subjects. Pratt & Whitney’s contribution has helped Krushi to provide additional teachers and teaching material to several schools located in low income areas of Hyderabad. There has been significant improvement in attendance and pass percentage of the students ever since Krushi has been associated with these schools,” said M. Bhasker Rao, vice president, Project Krushi.

USIBC recently tapped Ms. Susan Walsh, Director, Commercial and International Programs, Pratt & Whitney as the next chairman of its Transportation Infrastructure committee.

Advanced wireless technologies, a key catalyst in spurring India’s economic growth”

On the occasion of the visit of Chairman & CEO, Qualcomm Dr Paul E. Jacobs, USIBC hosted him for an exclusive industry roundtable, along with J.S. Sarma, Chairman, TRAI and Subodh Kumar, Additional Secretary, Department of Telecom, Government of India to discuss how India can harness fast advancing wireless technologies to spur inclusive economic growth. Qualcomm is a leader in developing and delivering innovative digital wireless communications products and services based on CDMA and other advanced technologies and shared new solutions to improve rural connectivity. The discussion was chaired by USIBC Board Member V.S. Gopi Gopinath, Chairman & CEO, AT&T Global Network Services India.



Industry participants highlighted how India has significantly benefited from the growth of telecom industry in the form of increased FDI, foreign exchange reserves, revenues in the form of license fees and employment especially in the unorganized sector. With the advent of ICT based industries, trade and commerce have increased significantly. Government has benefited in the form of tax and license fees accruals, which can be invested to strengthen the infrastructure further. Indian industries now have started contributing to the technology innovation (IPR) as well, which earlier was the prerogative of few MNCs. With the advent of advanced wireless broadband technologies these benefits can be further enhanced. 3G technologies will have direct impact on enhancing these benefits further, i.e more FDI, increased revenues, employment and trade and commerce as well as accelerated growth in the software and innovation sector, thereby catalyzing technology transfer and trade. Advanced wireless technologies including 3G should not be limited to urban pockets, but rolled out to remote villages so that every Indian can benefit.



M. Bhasker Rao (seated at left), vice president, Project Krushi, and Paul Adams, senior vice president, Engineering, celebrate the inauguration of the new water filtration system with some of the children who live in the home in Hyderabad, India.

USIBC Conducts Indian Launch of Report on the Value of Incremental Pharmaceutical Innovation in India

The U.S.-India Business Council (USIBC) recently led an Executive Mission to India to participate in the U.S.-India High Technology Cooperation Group (HTCG) meeting of the Biotechnology and Life Sciences Working Group (BLSWG) which was held in New Delhi on August 26-28, 2009.



A highlight of the mission was the India launch of USIBC and Coalition for Healthy India's (CHI) report on "The Value of Incremental Pharmaceutical Innovation: Benefits for Indian Patients and Indian Business". The India launch follows the extremely successful U.S. launch of the report in June. 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, and received extensive positive coverage in the Indian media. The mission also participated in the Confederation of Indian Industry (CII) Life Sciences Conclave, which featured a who's who of the life sciences industry from both government (U.S. and Indian) and industry.

To follow-up on this highly successful mission, USIBC is planning to lead a high level mission to India to participate in CII's 6th annual India Health Summit. With this year's theme being "Taking Quality Healthcare to the Masses", the summit will provide a unique opportunity to advance key issues before India's government and industry leaders.

For further information, please contact Greg Kalbaugh at gkalbaugh@uschamber.com.

USPTO-Pfizer India organize educational workshops on IPR for Media & NGOs



The US Patent and Trademark Office (USPTO) and Pfizer India jointly organized two half day workshops in Mumbai on September 9th to educate and initiate a dialogue with the Media and NGOs on intellectual property and innovation in the pharmaceutical industry. The objectives of the workshop were to (i) engage stakeholders involved in IPR issues in a dialogue, (ii) address the low level of understanding of IPR issues, (iii) promote an informed dialogue with anti-IP stakeholders and (iv) reduce factual misrepresentation of key issues.

The program brought together on a common platform, Dominic Keating from USPTO who provided insights into how India can realize its full potential through appropriate legal and regulatory measures to reward innovation, Arpana - an NGO

that has built a successful healthcare model in partnership with Pfizer India, and India's renowned scientist Dr P. Pushpangadan, who pioneered the Kani tribe benefit sharing model and unraveled the innovative process of drug discovery. To his credit he has 170 patents that have led to the development of new drugs. The key messages were - patents promote innovation and can improve the life of people, improved healthcare requires greater partnership with the public and private sector, and IPR has benefited other countries across the globe. Arpana Trust also demonstrated how public-private partnerships can build India's healthcare infrastructure to increase access to healthcare and medicines.

Dominic Keating of USPTO delivers remarks.

The workshop was further successful in educating the media on basic understanding of IPRs from when the life of a patent begins, to when the period of exclusivity takes effect. Mr. Keating shed further light on Section 3(d) of the patent law and the concept of ever-greening with case studies. He addressed several questions related to incremental innovation, data exclusivity and patent linkage. "Bringing relevance back to the local generic market," Mr. Keating said, "incremental innovation will allow the smaller companies to move up the value chain from being a mere manufacturer to an innovative company. Any change in Section 3(d) is bound to impact them the most."

USPTO-Pfizer are planning a similar workshop for stakeholders in Delhi in October. For details, please contact: Siddhartha.prakashb@pfizer.com

One Ford: A Foundation for Success

Ford Global Management Team Unveils Grand Strategy for India

As part of its “CEO Roundtable Series”, USIBC hosted a roundtable featuring Mr. Alan Mulally, President and Chief Executive Officer, Ford Motor Company to share his vision of “One Ford: A Foundation of Success”. The discussion was chaired by Dr. Dinesh Keskar, President – Boeing India and Mr. Michael Boneham, President and Managing Director, Ford India.



USIBC has closely tracked and encouraged Ford's entry into India, not just out of the company's desire to cater to a major emerging market amidst the challenges in its traditional markets, but also to benefit from India's growing manufacturing capabilities. Mr Mulally's past experience at Boeing, where he was president and chief executive officer of Boeing Commercial Airplanes, has enabled him to build upon this vision of international expansion into key emerging markets.

Challenging times within the US auto sector have called for innovative models for survival and Ford has answered this call most successfully among the 'big three' US automakers. On August 19, 2009, Michael Boneham, President and MD of Ford India announced that Ford India is planning on making India its manufacturing hub for the global market. "We expect a massive growth in the Asia Pacific region," Boneham said. The company had committed an investment of \$500 million for expanding its manufacturing facilities and setting up a flexible engine manufacturing plant in Chennai. The engine plant will go on stream by 2010. With this investment, Ford's total investment in India will touch \$875m and the production capacity of the Chennai plant will go up to 2 lakh units a year. The engine plant will have a capacity to roll out 2.5 lakh units of diesel and petrol engines a year. The company also plans to roll out its first "small car" from the Chennai plant in 2010. Ford is also planning to "increase" its local sourcing program for the expanded capacity.

The company is leading these efforts through SIAM (Society of Indian Automobile Manufacturers), an apex industry body. Ford sees this as a traffic reduction strategy in addition to savings. The company has chosen Chennai port to be a cheaper and a more "sensible option" and uses the Indian Railways to transport its cars in India. For further information, please contact Nik Khanna (nkhanna@uschamber.com).

USIBC hosts roundtable in New Delhi to discuss “Connectivity to inclusive growth: New USIBC Member Welspun dedicates world-class facility in Arkansas, US

The Welspun Gujarat Stahl Rohren Ltd. (WGSRL), the 2nd largest line pipe producer in the world formally announced commissioning of its first manufacturing facility outside of India in Little Rock, Arkansas, USA. Arkansas Governor Mike Beebe; Guest of Honor Consul General of India, Sanjiv Arora; Little Rock Mayor Mark Stodola; and Chairman & MD of the Welspun Group, B.K. Goenka, along with 600 customers and guests were present at the inauguration of the facility.

Arkansas Governor, Mike Beebe said, “This state-of-the art facility is a prime example of what global investment is doing for Arkansas. We thank Welspun for helping to create economic growth in our State, and we continue working everyday to bring more companies and jobs to Arkansas from all corners of the world.” Adjacent to the Little Rock Port, this state-of-the art spiral pipe and coating facility is located on a 740 acre parcel and has annual capacity of 350,000 tons – one of the largest industrial initiatives in the state. This facility currently employs over 300 people, mostly from the local community.

WGSRL is part of the \$3 billion Welspun Group. The company started its activities in 1995 and since then has supplied pipes for some of the most prestigious projects in the Gulf of Mexico, USA. With the completion of the LT facility, WGSRL today has a multi-national presence with a total capacity of 1.45 million metric ton/ year.



Bilateral Aviation Safety Agreement Provides Critical Framework for Aviation Cooperation

Washington, DC to host the 2009 U.S.-India Aviation Partnership Summit

USIBC supports the efforts between India and the United States towards a Bilateral Aviation Safety Agreement (BASA), which would lead to mutual acceptance of aeronautical products/parts developed in either country. Since aeronautical products are now being designed and manufactured in India, a need was felt for international acceptance of such products.

The steps involved in the BASA process include:

- Skill upgradation of Indian DGCA certification experts by providing advanced training in certification procedures and oversight of design and production activities.
- Assessment of Indian authorities and industry capabilities to undertake certification and production work on a sustained basis to meet the FAA Standards.
- FAA conducting a Shadow Certification exercise with DGCA officials on a sample product, and satisfying themselves that Indian standard certification procedure are acceptable for high class aeronautical products.

The BASA process with a limited scope is expected to be completed by end of year 2010.

USIBC members, interested in assisting India with the necessary expertise, skills development and technology, are all part of the U.S-India Aviation Cooperation Programme (ACP). The 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, has been established to provide a forum for unified communication between the Government of India and U.S. public and private sector entities in India. The ACP is designed to work directly with the Indian Government to identify and support India's civil aviation sector modernization priorities.

The ACP's specific objectives are to: (i) promote enhanced safety, operational efficiency and system capacity in the Indian aviation sector; (ii) facilitate and coordinate aviation industry training and technical ties between the U.S. and India; and (iii) strengthen overall US-India aviation cooperation. Funding for training and technical assistance programs is provided by USTDA and in-kind support will be provided by FAA and US aviation companies.

Through the mechanism of ACP, Indian and US officials have identified specific areas for technical co-operation, which include: Air traffic flow management; Certification of aeronautical products; Certification of Global Navigational Satellite System (GNSS); Development of human resources and Assistance in the area of helicopter operations. The training programs are targeted for DGCA personnel and industry in India and would be a joint effort between ACP (USIBC) member companies including Boeing, Pratt & Whitney, GE and Honeywell.

USIBC looks forward to supporting the 2009 U.S-India Aviation Summit, to be held in Washington, D.C., December 7-9, 2009 and plans on organizing a repeat delegation to India Aviation 2010. For further information on USIBC's Transportation Infrastructure committee, please contact Nik Khanna (nkhanna@uschamber.com).

USIBC hosts conversation with John Negroponte and Shekhar Dutt continued from page 4...

The challenge today is to maintain the "priority" set by the Bush administration and accelerate the relationship, saying the "best is yet to come". Existing institutional arrangements and mechanisms, such as the WTO can help resolve differences. The regional issue of terrorism and governance exists and must be tackled. But the good news is that geopolitical relations between the large powers are on a sound footing and there is no significant friction between Permanent Members of the Security Council and India. India should be a vital actor on the global stage.

Speaking of the scourge of international terrorism, Ambassador Negroponte opined that there is no reason why the terrorists could not be defeated by nation states that have instruments of power and coercion.

On Afghanistan and the ability of NATO to succeed in the war-torn country, he asked if the U.S. and Europe will have the political will to maintain a sustainable level of military forces for a significant period of time. In parallel, he called for a "mission of training and capacity building" to train the 70000-strong Afghan army.

In Pakistan, support for insurgent activities exist beyond their borders and is not viable as a long term strategy. In closing, both speakers took questions from USIBC members and engaged in an interactive discussion. For more information on such meetings and events, or to learn how your company can become a member to benefit from such "closed-door" meetings, please contact Nik Khanna at nkhanna@uschamber.com.

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

CALENDAR OF UPCOMING EVENTS

October 26, 2009 - USIBC & MPAA host an exclusive roundtable featuring Mr. J. S. Sarma, Chairman, Regulatory Authority of India (TRAI), Google Headquarters, Mountain View, CA

October 19, 2009 USIBC hosts the Honorable Minister of Human Resources Kapil Sibal

October 29-31, 2009 - USIBC Supports IFSEC India 2009

November 3-6, 2009 -USIBC Supports CASBAA Convention 2009, Hong Kong

November 5-6, 2009 - USIBC Supports Yale CEO Global Leadership Summit, New Delhi

November 8-10, 2009 - USIBC Supports CII India Economic Summit – World Economic Forum, New Delhi, India

November 12-14, 2009 - USIBC Supports SMM India, Mumbai, India

December 7-9, 2009 - USIBC Supports U.S.-India Aviation Summit 2009, Washington, DC

December 8-10, 2009 - USIBC Supports Economist Conferences “CEO Agenda”, Delhi, Bangalore, Mumbai

December 9-11, 2009 - USIBC Supports the Premier International Real Estate Investment & Development Event “Cityscape India”, Bombay Exhibition Centre, Mumbai

USIBC’s Upcoming Missions to India

October 26-October 30, 2009

USIBC to Host 2nd Annual USIBC-CII Green India Summit
New Delhi
Contact: Ted Jones tjones@uschamber.com

October 27 - October 30, 2009

USIBC to Lead Food Security & Rural Development Mission to India
New Delhi and Chennai, India
Contact: Anku Nath anath@uschamber.com

November 2-5, 2009

USIBC to lead Executive Defense Delegation to the Defense Procurement and Production Group (DPPG) Bilateral meeting
New Delhi, India
Contact: Nik Khanna nkhanna@uschamber.com

November 5-6, 2009

Life Science Executive Committee Mission
New Delhi
Contact: Greg Kalbaugh gkalbaugh@uschamber.com

December 7-11, 2009

5th Annual Commercial Nuclear Mission to India
New Delhi & Mumbai, India
Contact: Ted Jones tjones@uschamber.com

Feb 15-18, 2010

USIBC to lead executive defense mission to Defexpo 2010, India’s premier Land and Naval Systems Defense Expo
Contact: Nik Khanna nkhanna@uschamber.com

March 3-7, 2010

USIBC Executive Mission to India Aviation 2010

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