

UBS Briefing in Wolfsberg**"Indian Companies Going Global: Challenges and Opportunities for Indian and European Companies"****Prof. Dr. Winfried Ruigrok and Dr. des. Prasad Oswal, India Centre, University of St. Gallen
Monday, 25 January 2010, 03.00 to 06.00 pm**

Dear Sir or Madam

Jaguar, Land Rover, Arcelor, Corus... hundreds of companies in Europe, the USA, Australia, Indonesia, Singapore, South Africa and other countries have been bought by Indian companies in sectors such as automotive, engineering, pharmaceuticals, software services and even "green energy". What does all this mean for companies in Switzerland, the EU and the West? How are Indian companies transforming as they become multinationals? What does the emergence of Indian and other multinationals from emerging countries mean for international competition? And, for companies in our part of the world, what are the resulting challenges and opportunities?

Based on the first comprehensive research into the emergence of Indian multinationals, done at the India Centre of the University of St. Gallen, this should be a rich discussion with practical and very specific implications for your company.



Prof. Dr. Ruigrok obtained his Ph.D. degree at the University of Amsterdam in International Political Economy in 1993. Since 2004 he has been the academic director of the MBA programme at the University of St. Gallen. Dr. des. Oswal started his doctoral studies in October 2003. Prior to this, he completed the double-degree programme at University of St. Gallen and Nanyang Business School in Singapore.

The UBS Briefing is co-organised with the Swiss-Indian Chamber of Commerce and the India Centre of University of St. Gallen.

Programme

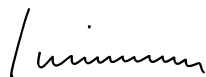
02.30 pm Welcome Coffee
03.00 pm Introduction, Presentation and Discussion
06.00 pm Buffet Dinner and Networking

To cover costs, we shall charge 120 CHF per person.* **Please register by Friday, 15 January 2010, at the latest**, using our secure server on www.wolfsberg.com. For further information please contact Stefanie Haldimann (stefanie.haldimann@ubs.com; +41 71 663 56 10).

We look forward to welcoming you to this UBS Briefing. **If you know someone else who might find this event of interest, kindly pass on this information.**

Yours sincerely

WOLFSBERG



Dr. Toni Schönenberger
Chief Executive Officer



Prof. Prabhu Guptara
Executive Director

* Cancellations must be received at the latest by 10 days before the event. After that date - the full fee will be payable. However, a substitute participant is welcome.