The Six Qs
of Quality

Can we do it better?

Are we satisfying a customer need?

Is it innovative?

Does it provide superior value?

Are we delivering what we commit?

Can we do it better?

WIPRO
Applying Thought

Wipro Limited
Doddakannelli, Sarjapur Road, Bangalore-560 035, India
www.wipro.com

Annual Report 2001-2002

WIPRO
Applying Thought

Contents

Our Values

Human Values

We respect the unique needs of Customers and employees. We are sensitive to their differing needs in our interactions with them.

Integrity

We deliver what we commit. With honesty, fairness, reliability and uprightness in whatever we do.

Innovative Solutions

We consistently offer novel and superior solutions to satisfy the needs of the Customer.

Value for Money

Delivering higher Value to the Customer through continuous improvement in quality, cost and speed.

Our Promise

With utmost respect to Human Values, we promise to serve our Customer with Integrity, through Innovative, Value for Money Solutions, by Applying Thought, day after day.

Quality is a never ending journey...

"Applying Thought" is Wipro's way of addressing this reality. It means that we constantly think about our customers. And continuously attempt to provide them with innovative and superior value for money solutions. Over the years, "Applying Thought" has become an organization-wide mission, wherein Wiproites see themselves as catalysts to creating a better service or product. Such is the commitment, that everyday, somewhere across the globe, there's a Wiproite asking:

• Can we do it better?
• Are we satisfying a customer need?
• Is it innovative?
• Does it provide superior value?
• Are we delivering what we commit?
• Can we do it better?

All this boils down to Quality thinking and thinking about Quality. At Wipro, we approach Quality quite differently. That's because we realize that:

Quality is perceptual. Quality is value as perceived by the customer. Therefore our customers define what Quality is or what a Quality product or service ought to be.

Quality is measurable. It is easier to improve something that is defined. So we constantly measure our Quality against customer expectations and attempt to meet it.

Quality is relative. It is perpetually redefined by the market. So what constitutes top Quality today gets displaced tomorrow when someone raises the Quality bar to the next level.

At Wipro, Quality becomes the defining factor in all that we do to move a product or service from mind to market. It defines our core organization values, policies, processes and systems. It pervades our relationships and our interactions with all our stakeholders.

It trickles down to the simplest things - the way we answer a phone call, the way we conduct an internal meeting or the time taken to meet a visitor. And has a huge impact on the larger ones; eliminating defects, reducing cycle time, increasing process efficiencies, lessening manufacturing bottlenecks, cutting down service cost and increasing productivity.

This gives us the means to deliver a good Quality product and helps us continually find ways to improve it. Today as an organization we are convinced:

• Quality is what differentiates Wipro. It is the reason why our customers come to us
• Quality is the reason why our customers pay a premium for our products and services
• Quality is a uniting force. It binds the organization and increases its resolve to improving Quality continuously
• Quality has a direct impact on improving our financial results

At the end of the day, we need to ask ourselves: Is our customer satisfied? More importantly, is he or she delighted? Will our customer come back to us for more? Will customer delight result in getting new customers? All these questions ensure we shall never lose sight of the fundamental truth. That the Quality journey never ends. It is a journey with challenge and as an organization we are committed to. It's a journey that starts every day with every Wiproite asking:

• Can we do it better?
• Are we satisfying a customer need?
• Is it innovative?
• Does it provide superior value?
• Are we delivering what we commit?
• Can we do it better?

The journey continues…
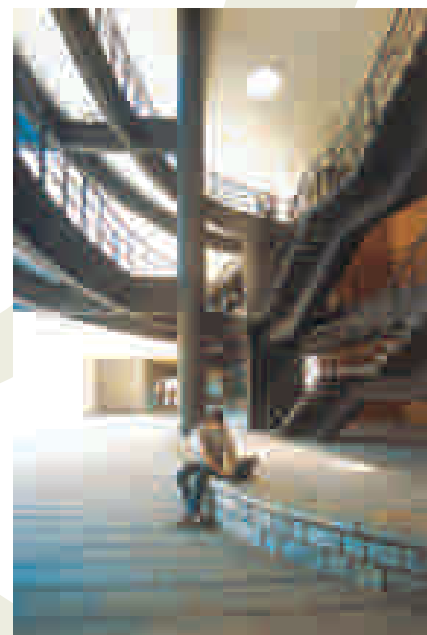
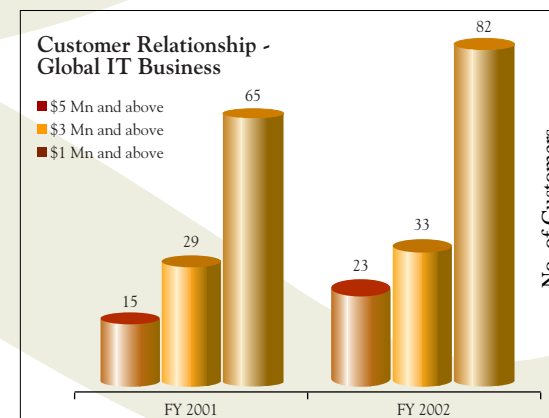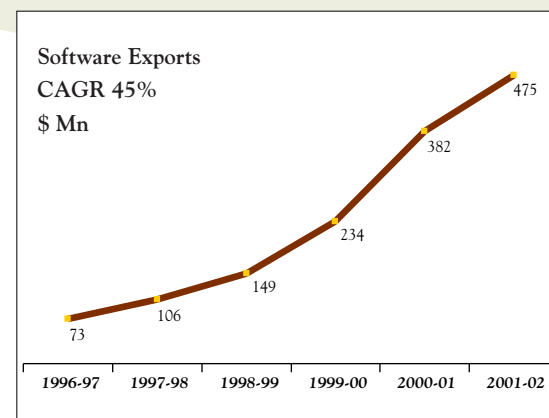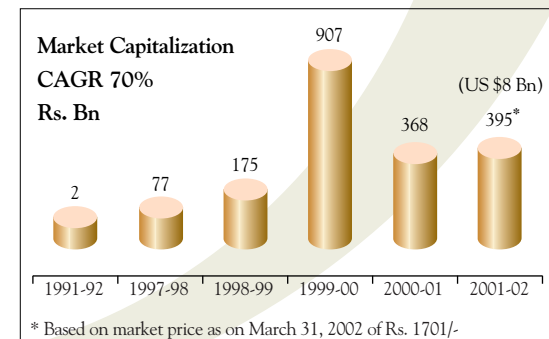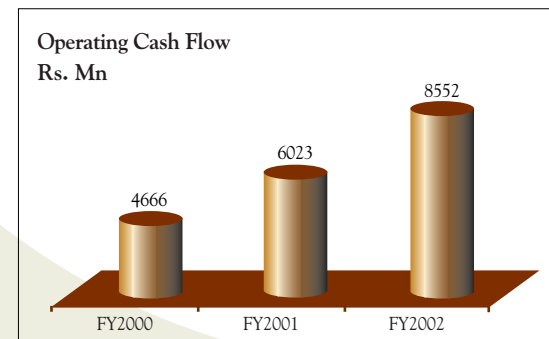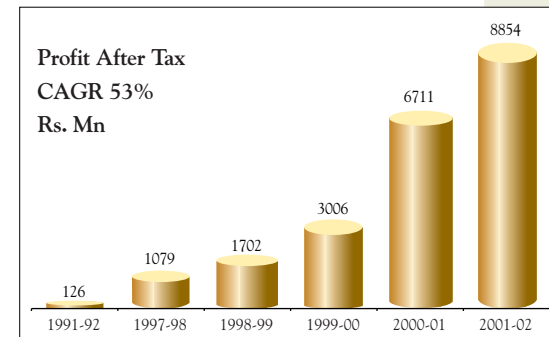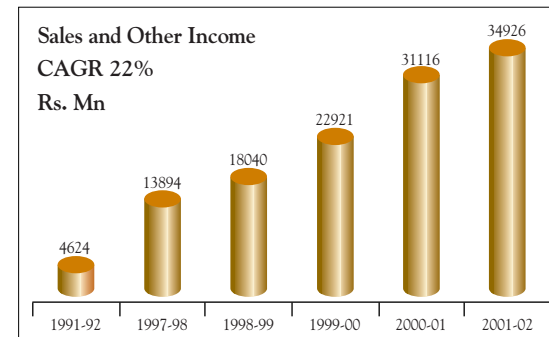
The never ending quest for Quality

Quality in numbers -
Testimony to the fact that Quality works

At Wipro, we believe that it's the strength of our Quality systems that has resulted in saving time and costs for our customers, by completing projects on schedule.

Our Global IT services business has gained 107 new customers. Also, 82 of our customers in the Global IT services business have each trusted us with over one million dollars worth of business.

We've also initiated more than 242 Customer touch projects for Quality improvement, even as our Six Sigma initiatives resulted in savings of Rs. 1095 Mn. for the company.

We thank our investors and dedicate this performance to our customers and all Wiproites.

Sales and Other Income
CAGR 22%
Rs. Mn

1991-92	1997-98	1998-99	1999-00	2000-01	2001-02
4624	13894	18040	22921	31116	34926

Profit After Tax
CAGR 53%
Rs. Mn

1991-92	1997-98	1998-99	1999-00	2000-01	2001-02
126	1079	1702	3006	6711	8854

Operating Cash Flow
Rs. Mn

FY2000	FY2001	FY2002
4666	6023	8552

Market Capitalization
CAGR 70%
Rs. Bn
(US $8 Bn)

1991-92	1997-98	1998-99	1999-00	2000-01	2001-02
2	77	175	907	368	395*

* Based on market price as on March 31, 2002 of Rs. 1701/-

Software Exports
CAGR 45%
$ Mn

1996-97	1997-98	1998-99	1999-00	2000-01	2001-02
73	106	149	234	382	475

Customer Relationship - Global IT Business
■ $5 Mn and above
■ $3 Mn and above
■ $1 Mn and above

No. of Customers

FY 2001			FY 2002		
15	29	65	23	33	82

Wipro Limited - Consolidated
Audited segment-wise business performance for
the year ended March 31, 2002 (In Rs. Million)

Particulars	Global IT Services & Products	India & AsiaPac IT Services & Products	Consumer Care & Lighting	Others	Wipro Limited
Revenue	22,909	7,368	3,012	1,637	34,926
Growth	28%	-14%	-9%		12%
Profit before Interest and Tax (PBIT)	7,851	575	411	-100	8,737
Growth	28%	-28%	-14%		17%
Operating Margin	34%	8%	14%		25%
Interest (Income)/Expense - net					(846)
Profit before Tax					9,583
Growth					24%
Income Tax Expense					729
Profit after Tax					8,854
Growth					32%
Other Information					
Fixed Assets including Capital Work in Progress	4,341	318	437	1,367	6,463
Trade Receivables	3,727	2,311	181	327	6,546
Cash Balances/Investments	1,089	72	187	13,667	15,015
Other Assets	1,698	840	332	1,253	4,123
Current Liabilities	(2,190)	(2,562)	(373)	(752)	(5,877)
Capital Employed	8,665	979	764	15,862	26,270
Capital Expenditure	1,896	165	47	325	2,433
Depreciation	990	139	62	237	1,428
Return on Average Capital Employed	101%	63%	50%		38%

Notes to Segment-wise business performance

1. In accordance with Accounting Standard 21 on "Consolidated Financial Statements" issued by the Institute of Chartered Accountants of India, the consolidated financial statements of Wipro Limited include the financial statements of all subsidiaries which are more than 50% owned and controlled.

2. Accounting Standard 21 requires investments in joint ventures/associates to be stated at cost. Proportionate share in the profits of these joint ventures are not recognized in the financial statements and only dividend income is recognized. Consequently share of profits (losses) in Wipro GE Medical Systems Ltd., Wipro ePeripherals Ltd., and NetKracker Ltd., (Up to February 2002) is not considered in the financial statements.

3. The segment report of Wipro Limited and its consolidated subsidiaries has been prepared in accordance with the Accounting Standard 17 on "Segment Reporting" issued by the Institute of Chartered Accountants of India.

4. The scheme of amalgamation of Wipro Net Limited into Wipro Limited, effective April, 1, 2001, has also been approved by shareholders, creditors and the High Court of Karnataka. Others include Wipro Net Limited for the year ended March 31, 2002.

5. Figures for previous year are stated on a comparable basis and include revenues and profits of all subsidiaries which were more than 50% owned and controlled as at March 31, 2002.

6. The Company has three geographic segments; India, USA and Rest of the World. Significant portion of the segment assets are in India. Revenue from geographic segments based on domicile of the customers is as outlined: India - Rs. 11,552 Mn., USA - Rs. 12,867 Mn., Rest of the World - Rs. 10,507 Mn., Total - Rs. 34,926 Mn.

7. For the purpose of reporting, business segments are considered as primary segments and geographic segments are considered as secondary segments.

Letter to Stakeholders

Azim H Premji
Chairman and Managing Director

Dear Stakeholder,

The year 2001-02 tested the adaptability of strategies and business models globally. Our initial premise was of a 'profitability challenged' year for the global businesses. The response we anticipated was of a significant shift to offshore to meet this challenge. However, events on September 11 in United States of America slowed the pace of this shift. In this challenging environment, our

- Profit after tax grew from Rs.6,711 million to Rs.8,854 million, a growth of 32%

- Free cash flow, i.e. after deducting net working capital increase and investment in fixed assets, increased from Rs.3,251 million to Rs.6,119 million, a growth of 88%

- Return on average net worth was 40% for the year, well in excess of our internal benchmark of 29%

These results were below our internal expectations, relative to our past track record of profit growth over the last 10 years. However, in absolute terms, the figures were satisfying, especially when considered against the backdrop of a challenging environment, compounded by the telecom equipment market decline. In this challenging environment, we grew our price realization through a combination of pricing discipline and climbing the value chain, sustaining our operating margins in the Global IT business. Further, 88% increase in free cash flow during the year provides the strength to invest for creating sustainable business advantage for our customers.

Vision for 2004

We had in the calendar year 2000 formulated our Vision for the year 2004. Our Visioning challenge is to make our thinking ambitious and serve as a turbo charger for the organization. Vision creates an executable dream for us to strive hard towards achieving. The Vision we have set for ourselves is:

Business Leadership: Among the top 10 Information Technology Services companies globally and the No.1 Information Technology company in India

Customer Leadership: The No.1 choice of customers through innovative solutions and Six Sigma processes

People Leadership: Among the top 10 most preferred employers globally by creating an environment of empowerment, intellectual challenge and wealth sharing

Brand Leadership: Wipro brand to be among the 5 most admired brands in India

The year 2001-02 did not go as we envisaged. Our revenue growth and profit growth could have been higher. This makes the Vision we have more challenging, but challenge is something that every Wiproite relishes.

Let me pause and take stock. Today, we believe Wipro is among the top 10 Information Technology Services companies globally and the No.1 Information Technology company in India, ranked by market capitalization. The challenge is in getting our revenues up there among the top 10 companies globally, without diluting our profitability.

Growing revenue

The key to creating a sustainable base of revenue that grows year on year ahead of the industry growth rate is in focusing on customer profitability. The single-minded focus must be on enhancing competitive advantage for the customer and thereby his profitability. We have a diverse portfolio of value added IT services executed from offshore centers in India, company wide initiatives to reduce cost and cycle time through Six Sigma and Quality initiatives, and a common set of Values that allows us to develop competencies in our team to face any environment with confidence.


Our strength in Indian IT markets has been at the base of developing our competencies and introducing new services in the global markets, leveraging the offshore advantage. We have the widest service range among companies from India in enhancing our customer productivity and profitability. Our Services portfolio of application development and maintenance, product design and realization services, information systems outsourcing and package implementation was significantly enhanced this year with the launch of system integration practice in the global markets. In July 2001, we won our first global system integration order from the Lattice group of the UK to create the infrastructure for broadband service and within nine months, the first phase of the project went live on schedule, reinforcing our technical depth and Quality systems. In Services business, there is no substitute to having satisfied customers for brand building.

To realize revenue growth, we will invest in Quality. We are what we repeatedly do. Quality leadership is a habit that we will build on and grow. We started our Six Sigma initiative five years back. We have trained over 6,500 people in Six Sigma and executed over 1,000 projects in these five years. Ultimately what matters to the customer is profitability, and superior Quality can enhance profitability in a defined time frame.

In the race for Quality there is no finish line. As we achieve each milestone, we have a new destination identified for progress. We are the global leaders in Software Services Quality. In 1998, we were the first Software Services Company to be certified at SEI-CMM Level 5. In December 2001, we became the first company globally to be assessed at PCMM Level 5. This is an absolute global benchmark for our people process. It is our Quality initiative that differentiates us from competition, and this is the differentiation that we will build upon.

The sustainability of the offshore model is driven greatly by our ability to continuously improve productivity and reduce costs for our customers. Additionally, we must ensure that our processes guarantee the customer protection of proprietary data and information, and also protect against unforeseen disasters. A key driver to continuous improvement in servicing our customers and improving their profitability is our thrust on web enabling the customer facing and internal service processes. We began this initiative two years ago and today, our web-enabling initiative has gained a significant momentum. This has been greatly appreciated by our customers. We will continue to invest in information technology to improve our revenue, margins, security and to ensure customer facing and internal business continuity.
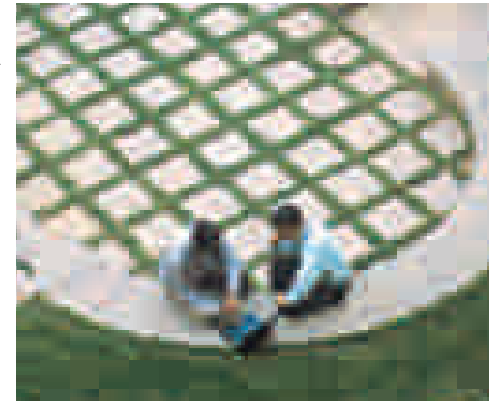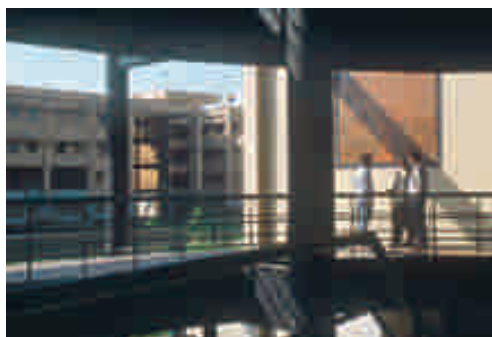
A key initiative to leverage the technical depth of our human resources for customer benefit is our Innovation initiative, where we focus on developing Intellectual Property that provides a time-to-market advantage for our clients. We have senior business managers and a structured process to drive Innovation. We have framed an Intellectual Property development process to screen ideas, select specific projects, take customer input and review progress. Currently we have over 200 people working full time on Innovation projects for specific identified themes. We are encouraged with the results of the Innovation initiative in the first year itself, which reaffirms our faith in this initiative.

We are on the edge of a significant cusp, the convergence of Information Technology with Life Sciences. This opens up an interesting market opportunity to companies with proven competence in Information Technology and Healthcare. In 1989, we set up the Healthcare business practice addressing the imaging equipment market through joint venture with GE, Wipro GE Medical Systems Limited and non-imaging equipment through Wipro Biomed business. Over the last decade, as in most other equipment business, the business has significantly moved to services. Our relationship with global leaders in medical equipment like GE, Beckman Coulter, Agilent and Fujinon combined with our domain knowledge provides us with an exciting opportunity to address a growing market.

We have combined the businesses of Wipro Biomed and the Healthcare vertical in Wipro Technologies together to address this opportunity, by forming a new business segment Wipro Healthcare and Life Science. This business is headed by D A Prasanna, who has been appointed Vice-Chairman, to realize the potential.

Acquisition, an option for growth

Acquisition to accelerate the pace of revenue growth is an option we have. We would like this only to be an option for enhancing growth and not a substitute for organic growth. Our search is for a good business at fair price, not a fair business at good price or a bargain purchase. It pays to be active, interested and open minded, which we are, but we are not in a hurry. There is a thin line between being quick and being hurried. The distinction is purely judgmental. Looking into our rearview mirror, we can honestly say we have not missed out on any opportunity that we regret.

We have over Rs.14 billion in cash and cash equivalents. The objective of maintaining this cash position is primarily for strategic acquisition. We are conscious that, if not used for strategic purposes for which it is intended, the cash with us dilutes the return on equity. Our internal norm of 29% return on average net worth is something we have achieved for over two decades and we cherish it. Whenever we conclude that cash with us cannot be used for enhancing the shareholder value, we will evaluate the quantum to be returned to the shareholders.

Challenge for the year ahead

Looking ahead, the key challenge will be to realize the emerging opportunities in the global market. In our Global IT Services business, growing new high value services offerings in terms of system integration and information systems outsourcing, is as key a priority as consolidating our Quality leadership position. We will focus on building momentum in Healthcare and Life Science business. We have made a good beginning in expanding our Indian IT Services and Products business into Asia Pacific IT market, by leveraging our leadership position in the Indian IT market. Our challenge here is to build on this beginning and consolidate our presence in the Asia Pacific IT market. Above all, we will continue to work to create a strong Wipro team by creating an environment of empowerment, intellectual challenge and wealth sharing.

Acknowledgement

Mr. Hamir Vissanji, who has been on our Board of Directors since 1955, retired from the Board in December 2001. Over the last five decades, Mr. Vissanji has been an integral part of Wipro's growth and, in his role as the Chairman of the Audit Committee, a key contributor to Wipro's strong internal processes that have enabled us to manage this growth. We would like to record our appreciation and gratitude to Mr. Vissanji for his contributions.

The tragedy of September 11 shocked the world. To us in Wipro, the loss was more personal. Four of our colleagues – Deepika Kumar, Hemanth Kumar, Shashikiran Kadaba and Shreyas were among the many whose lives were lost in the tragedy. We mourn their loss.

We have entered the new millennium in a challenging environment. We are clear on what we really want and back it with passion and commitment. We will excel in future as we have done in the past.

I thank you all for the continuing support and the confidence you have placed in Wipro. We have the talent and commitment required for succeeding in the current environment. Our strategy is live to the business environment and realities of the market place. We have demonstrated our ability to optimize between pricing and volume play, with a strong volume growth in the last quarter of the year. Our team is dedicated and committed to achieving customer productivity and profitability.

We will work towards our Vision with passion and pride.

Very sincerely,

Azim H Premji
Chairman and Managing Director
April 19, 2002
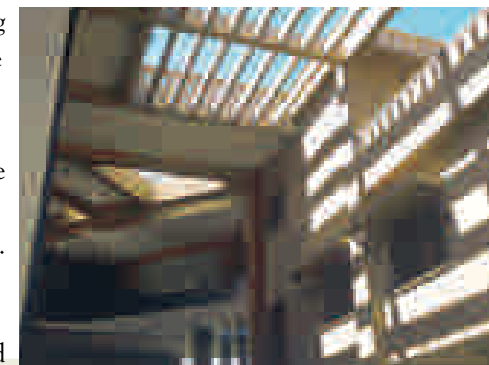
Board of Directors

Azim H Premji
*Chairman
and Managing Director*

P S Pai
*Vice Chairman
and Executive Officer*

Vivek Paul
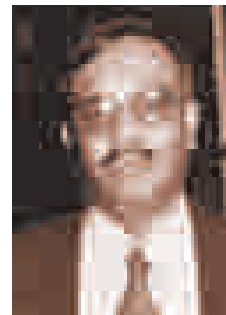*Vice Chairman
and Executive Officer*

D A Prasanna
*Vice Chairman
and Executive Officer*

Dr. Ashok Ganguly
*Chairman of
ICI India Ltd.,
Former Director
of Unilever Plc.*

Drawn from diverse
industries and
specializations,
Wipro's Board of
Directors ensure that
our stakeholders
continue to repose
faith and trust in us.

B C Prabhakar
Practitioner of Law

Prof. Eisuke Sakakibara
*Professor of Economics
at Keio University, Japan*

Dr. Jagdish N Sheth
*Professor of Marketing
at Emory University,
USA*

P M Sinha
*Former Chairman,
Pepsico Holdings, India*

Narayan Vaghul
Chairman, ICICI Ltd.

The Wipro way

At Wipro Quality is an investment. Customer satisfaction and trust its reward. The two key ingredients for Quality are processes and people.

Six Sigma - the way we work

The Six Sigma movement at Wipro was started with the aim of creating a sustainable change that would make Wipro a truly world-class organization. Over the years, our experiences with the implementation of Six Sigma has resulted in new methodologies and an organization-wide momentum which made "Six Sigma, the way we work".

A statistical measure that indicates how defect-free a product or process is, Six Sigma refers to an incidence of just 3.4 defects for every 1 million opportunities for a defect, or a process efficiency of 99.99966%.

Wipro features prominently among the companies that have successfully implemented Six Sigma. Evident from the fact that from the year 1997, Wipro has trained over 150 Black Belts, executed more than 1000 projects and has saved the company in 2001-02, Rs. 1.1 bn in the process.
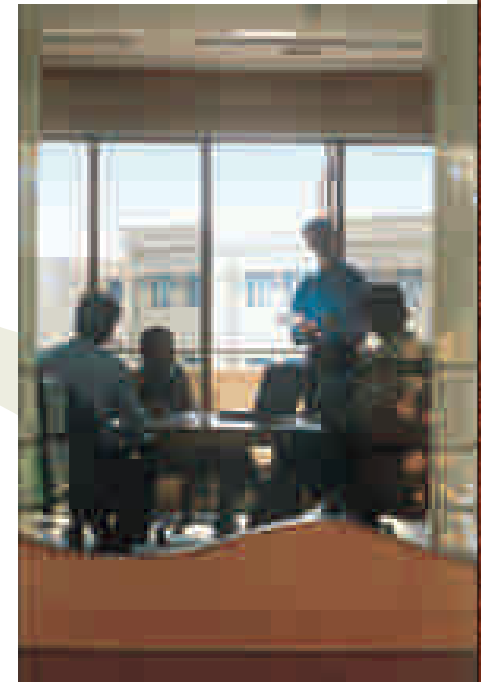
In addition, there has been a significant improvement in delivering value to its customers in terms of features, price and time. However, the success of Six Sigma hasn't been by chance, it has been the consistent focus by every Wiproite.
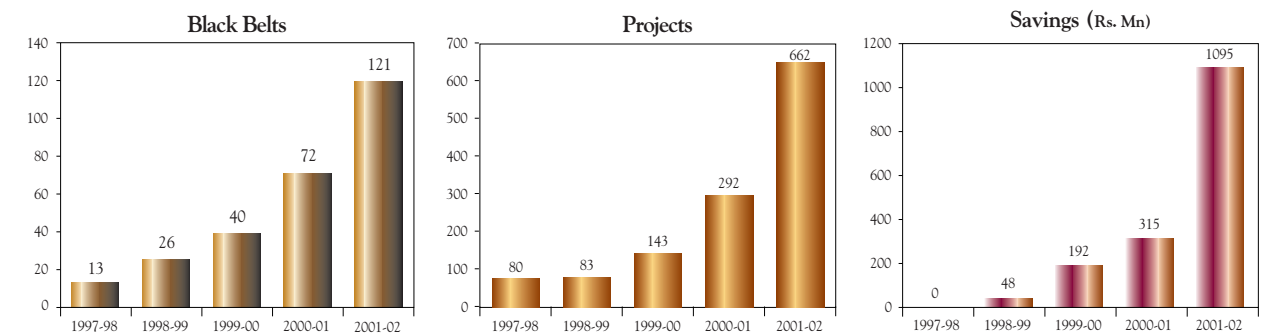
The selection and scoping of projects

Projects are selected based on its link to critical business processes, which makes it directly related to the vision of the business unit. Other factors are the potential to contribute either to higher level of customer satisfaction, employee satisfaction, reduction of costs or improvement in productivity.

The Quality of Black Belts and Green Belts

At Wipro, the quality of our Black Belts and Green Belts makes these Wiproites the most sought after breed of employees. Put through rigorous methodology and statistical training, they view each problem logically and arrive at the optimal solution. It would be no wonder therefore, if many of the future leaders of Wipro would automatically come from the Black Belt or Green Belt group.

Quality team at work

Black Belts

1997-98	1998-99	1999-00	2000-01	2001-02
13	26	40	72	121

Projects

1997-98	1998-99	1999-00	2000-01	2001-02
80	83	143	292	662

Savings (Rs. Mn)

1997-98	1998-99	1999-00	2000-01	2001-02
0	48	192	315	1095

Resources invested in Six Sigma and the returns

*Performance improvement through DSSS
- A case study*

Customer: One of the largest communications companies in the world.
Project: To improve the performance requirements of the gateway between the Internet and the mobile subscriber.

Requirements:	Pull Request*/ Sec	Push Request**/ Sec
Initial	09	03
Desired	30	30

Methodology: DSSS (Developing Six Sigma Software)
- Used QFD to identify 3 suitable options out of 5 alternatives
- Used FMEA to do a capability assessment
- Carried out 2 experiments for pull and 5 requirements for push requests
- Performance measured for CTQ (Critical to Quality) parameters

Delivery:	Pull Request*/ Sec	Push Request**/ Sec
Initial	09	03
Desired	30	30
Results	**38**	**45**

*Pull - Request from a mobile subscriber to gateway via GSM network
**Push - Message from the gateway sent to subscriber via GSM network

Our *employee development initiative* includes the "life cycle development program" which provides valuable inputs at various stages in the employee life cycle.
a. Entry level program for all new employees
b. New Leaders program for employees who become leaders for the first time
c. Wipro Leaders program for employees who start leading other leaders
d. Business Leaders program for those in business leadership roles
e. Strategic Leadership program for top management members who are in strategic leadership positions

Employee ownership is ensured through our broad-based employee stock option program called 'WESOP'. Our continuous effort to enhance working practices and employee satisfaction has resulted in many innovative processes. A people focus that has in the past year seen many exciting achievements.

The litmus test

Six Sigma has contributed to many laurels at Wipro. Wipro has the distinction of being the first Software Services company to achieve SEI CMM Level 5. It also has the distinction of being the first company to achieve PCMM Level 5. Certifications that show that our customer, Quality and process measurements are not only defined and managed but are optimized as well.

People define Quality

At Wipro we believe that our Quality is in our people. It is their effort that helps derive customer satisfaction. Each and every Wiproite is an ambassador of our values and is expected to reflect them in everything that they do. Each one of the 14,000 men and women, is committed to enable Wipro attain a leadership position in all of the businesses that we are in.

What attracts and retains this talent is a completely open and apolitical culture where people do not hesitate to express themselves, focused employee development initiatives and employee ownership programs.

- Wipro Technologies was assessed as the world's first PCMM Level 5 Organization. This has helped us to integrate various HR practices such as selection, performance management and career planning around competencies
- Employee service delivery was revolutionized by e-enabling HR processes
- A career management framework was established through the career grouping initiative at Wipro Technologies
- Wipro listens and responds - A new initiative aimed at listening to the voice of our employees through a structured questionnaire, was launched and institutionalized
- The number of training person days across Wipro was over 95,000
- The year also saw the 360-degree feedback process called the Wipro Leaders Quality survey cover over 2000 leaders

In addition to these initiatives, our robust performance management system, comprehensive annual human resources planning and feedback to individual leaders, through processes like Wipro Leaders Quality feedback, skip level program and manager assimilation program, form the backbone of our people development process. All of which only goes to say that for many people, Wipro is more than an organization to work with, it is a way of life.

*Delivering customer satisfaction using DMAIC
- A case study*

Client: A US based client

Project: Improve the Response Time (RT) for web based text editor
- RT to change the font properties was more than 44 sec for 2000 characters
- Unable to handle large amount of text (> 2000 characters)

Methodology: DMAIC (Define, Measure, Analyze, Improve, Control)
- Measured and Analyzed samples with number of characters from 100 to 5000
- Carried out Pareto analysis for RT per character based on size, color and style
- Used cause and effect diagram to flush causes
- Redesigned web based text editor based on new design pattern identified

Results:

Earlier RT = 44sec

RT per character / No. of characters

New RT = 5sec

RT per character / No. of characters
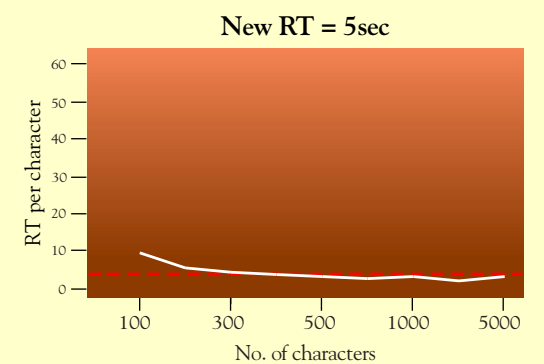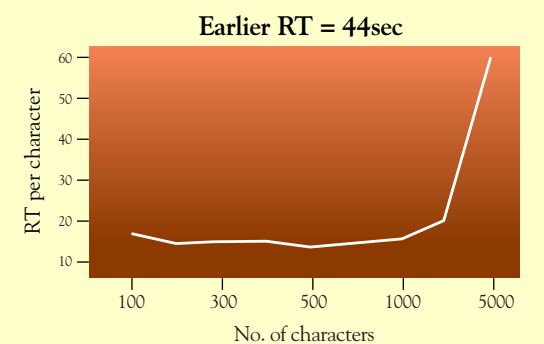
Wipro Technologies - Building relationships through Quality

Our customers are saying this. We aren't. Be it in the US, Japan or Europe, be it in Retail, Manufacturing, Energy and Utilities, Banking and Finance, Insurance, Automotive, Consumer Electronics or Telecom, Infrastructure services or e-Commerce.

Customers across the world have come to recognize Wipro Technologies as a Quality driven and results oriented IT partner, delivering superior value that invariably has a significant impact on their fortunes.

This has helped us deepen our relationship, not only in terms of repeat business, but also in terms of handling larger and more strategic engagements with clients. We believe our achievements and successes are the outcome of our uncompromising attitude to delivering Quality and consistently meeting, if not exceeding, customer expectation. Operating in a fiercely competitive market and an increasingly turbulent economic environment, Wipro Technologies has made Quality a key differentiator. Quality, not only in terms of end product but across the entire delivery chain, be it people, processes, technology or customer interaction. Which from a customer's perspective translates into a powerful reason for 'Why Wipro?'

Domain knowledge: Wipro has built a strong domain competency which in many cases runs into many hundreds of man years. Enabling us to design intelligent solutions to IT-centric business problems.

Full service provider: Wipro has end-to-end capabilities, in that it provides consultancy, designs, implements and maintains seamlessly. Wipro offers a complete array of IT solutions and services ranging from application development, e-business and enterprise solutions to infrastructure solutions and VLSI design.

Wipro guarantees low Total Cost of Ownership: Wipro's process methodologies and frameworks help our clients enjoy up to 35% cost savings and 10% productivity enhancements.

Wipro assures Time-to-Market advantage: Wipro, with its vast resources is able to offer up to 75% time-to-market advantage, crucial to many verticals such as Telecom.

Scalability: Wipro can ramp up its resources with Quality to meet the most stringent of client requirements, onsite and offshore, resulting in faster implementation and cost savings.

People Quality: Wipro is the world's only PCMM Level 5 and one of the few SEI CMM Level 5 companies. Coupled with a high degree of customer orientation and professionalism, this has helped build greater trust in all our client engagements.

Today, Wipro is proud to say that the world recognizes Wipro Technologies as a global practitioner with proven value delivery. Following are some of our achievements in the various segments in which we operate.

Our Value Proposition

People Quality
Process Quality
Low TCO
Speed
Scalability
Full Service Capability
Domain Competency

- 85 percent of our customers are more than satisfied with Wipro's service
- 85 percent of business from repeat customers in the last 5 years
- Customer satisfaction index of 4.2 on 5
- Largest order was through customer referral

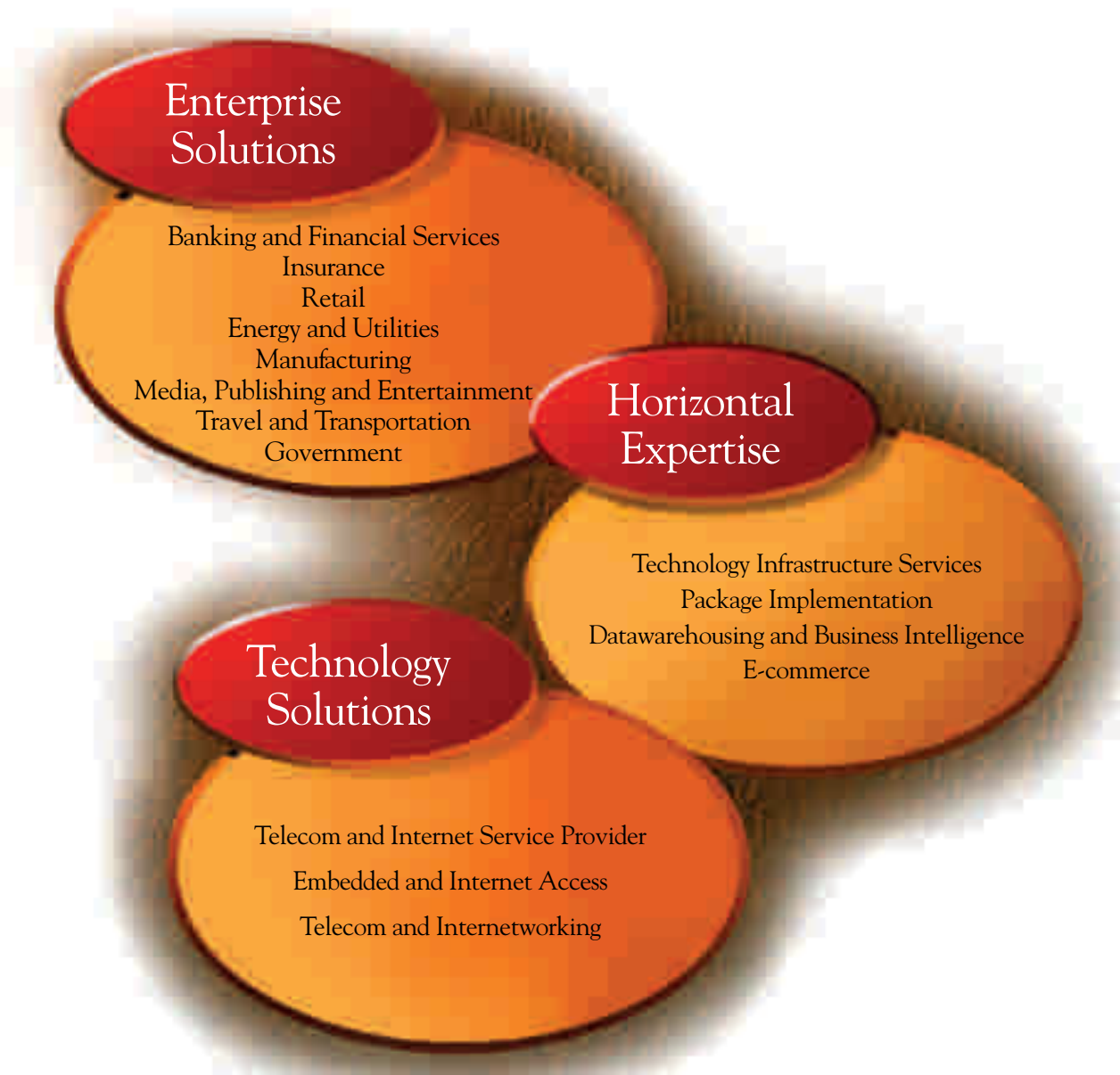*Enterprise Solutions*

Banking and Financial Services

Having entered the financial services area only a few years ago, our focus on building knowledge, has in a very short time frame, enabled us to build considerable expertise in the areas of banking and financial services, foreign exchange and commodities, capital markets and asset management. We create value for our customers by delivering a lower Total Cost of Ownership (TCO) across the life of the solution through reduced defects in the solution's life, increased productivity, best-in-class knowledge, talent and infrastructure.

We have also developed Risk Mitigation strategies covering Business Continuity, Financial, Change Management, Technology, Communication and Resource risks. Our focus for banking and financial services allows us to enjoy the agility, flexibility and focus of a smaller organization, as well as allowing us to draw on the scalability of Wipro as a whole. All of which has resulted in significant wins this year, including: One of the world's leading Securities Brokerage Firms • One of the top 5 Banks in the world • Leading European Financial Services organizations • One of the world's leading Stock Exchanges • One of the leading French Banks

Insurance

"Wipro has solid credentials and a long history, whose vision is backed up by very solid investment. Wipro is not only investing in their infrastructure in terms of buildings, technology and quality management systems but also in terms of the recruitment of high calibre graduates, education and promotion opportunities," said Karen Forte, Head of IT, Allianz, endorsing our investment in Quality and expertise.

Enterprise Solutions

Banking and Financial Services
Insurance
Retail
Energy and Utilities
Manufacturing
Media, Publishing and Entertainment
Travel and Transportation
Government

Horizontal Expertise

Technology Infrastructure Services
Package Implementation
Datawarehousing and Business Intelligence
E-commerce

Technology Solutions

Telecom and Internet Service Provider

Embedded and Internet Access

Telecom and Internetworking

At the forefront of every insurance company is a customer whose peace of mind is paramount. And behind every smiling customer is a solution that made it possible. Wipro's entry into insurance has seen us providing services and solutions to the best in the industry.

We have embarked on a new relationship with Allianz, one of Ireland's leading multi-line general insurance companies. A partnership that has us developing software for their business systems, customer information systems and analysis.

Retail

"Within a short span of time, Wipro has provided Best Buy with complementary skills and the relationship has been extremely successful. We are particularly impressed by the quality of their professionals and their customer orientation. We are excited about the future of this relationship." Rao Vellanki, IS Leader and Director, Best Buy.

In the Retail vertical, Wipro used its expertise to maximum effect for Best Buy, the number one speciality retailer of consumer electronics, personal computers, entertainment software and

appliances in the United States. We set up an offshore development center to support the implementation of a corporate-wide Enterprise Application Integration initiative of Best Buy. Wipro also set up an exclusive Center of Excellence, to develop an enterprise integration strategy for various applications across the organization. This enabled us to understand the customer's needs better and develop a Quality solution that was customized to them. To prove that this was not a unique case, and in an effort to converge technology expertise and retail business domain knowledge, we have set up several Centers of Excellence. Key among them are:

• Customer loyalty program solutions
• Point-of-sale solutions
• Supply chain execution solutions
• Merchandising and pricing solutions

Energy and Utilities

"We had chosen Wipro more than a year back due to the excellent quality credentials and technical capability that had come across to us," said Jim Brown, Head of IS at Thames Water. "Our experience since then has been of a partner who has exceeded our earlier expectations and also delivered best class performance at significantly lower costs to us. Wipro has provided us significant benefits including reducing costs to the tune of 20% in the IT budget for Application Support and Maintenance within this period of engagement and implementation of world class quality processes. We have built a very positive and successful relationship with Wipro and look forward to a rewarding partnership ahead," he added.

Wipro learning center, Bangalore, India

In a highly deregulated environment, Information Technology was increasingly seen to be driving many of the strategies employed by utilities to function smarter. In such a challenging scenario, Wipro established itself as a clear leader in providing IT/IS solutions to the energy and utilities sector. We worked in partnership with energy and utility clients across Europe and the USA in architecting and implementing best-of-breed packages relevant to this industry, for meeting business needs related to customer billing, revenue assurance and margin analysis. Our engagements with Transco, one of the largest gas transportation companies in Europe and with Thames Water, a global specialist in water and waste water operations, products and services, reinforces the value delivery we provide and the strong partnerships that Wipro has developed in this sector.

Thames Water, has in fact confirmed that Wipro Technologies' comprehensive IT services have resulted in savings to the tune of 20% on their IT Budgets for Support and Maintenance. They also realized annualized savings on the applications supported by Wipro alone to the tune of 35%.

Other significant wins at companies like PinnacleWest and successful execution of projects at companies such as nPower and Pepco Energy Services, have adequately demonstrated our understanding of the energy and utilities industry, and the ability to deliver measurable business results.

Manufacturing

We have shown significant progress in this area of business in the past year, with the setting up of a dedicated development facility for 3M at Hyderabad. And further strengthened our eight-year old relationship with Seagate, with the execution of a high-end Oracle 11i implementation project. Needless to say, the Quality deliverables and commitment shown by Wipro Technologies throughout the eight years of our engagement has led to a relationship that is stronger than ever.

We have also grown in strength, with acquisitions of blue chip clients in the automobile sector in Japan and chemical sector in Germany. To add to this, we launched our engineering services business through an alliance with Geometric Software Services Limited. This initiative has already started showing results with a few client engagements in the Engineering Services division.

Media, Publishing and Entertainment

Our Innovation methodology has seen us launch a comprehensive workflow solution for the media and publishing industry. Born out of the Innovation initiative at Wipro Technologies, Flow-briX, the solution, has evolved out of Wipro's experience in developing workflow solutions for some of the largest publishing houses in Europe and US. This has helped us firmly position ourselves as a prime solution provider in this domain.

Travel and Transportation

With early wins in the travel and transportation area, and the simultaneous creation of a dedicated group focused on expertise and solution development, we will be in a position to offer strong solutions to this industry. Among other new developments, we developed a framework for Internet Booking (iBEX), set up an SI partnership with Cognosys for offering their travel products and successfully developed vertical applications for Wallenius Wilhelmsen and Stevedoring Services of America.

Government

The expertise we gained by working for a few leading Government organizations like the Scottish Parliament has seen us launch a new vertical focused on the Government and Public Sector organizations. A separate business unit for Government organizations will, we believe, lead to more focus in this area and result in better Quality solutions in this vertical.

Technology Solutions

Telecom and Internet Service Provider

"Wipro Technologies' ability to provide a long term easily adaptable solution, its commitment to quality, the enthusiasm of its employees, its outstanding track record, and its unparalleled success with leading

Milestones in our Quality journey

Year	Milestone	Notes above	Notes below
1995	ISO 9000		Re-certified twice, Mature processes, Metrics collection begun
1997	CMM Level-3	Enterprise-wide Processes defined	
1998	CMM Level-5		On the path to continuous improvement
2000	Six Sigma Initiative	Defects prevention practices initiated at project level	Industry-specific Quality standards
2001	TL9000		
2001	PCMM Level-5	Six Sigma methodology broad-based	The best in People Processes-World's first PCMM Level 5 company
2002	CMMI Level-5		

telecommunications operators were the key factors why we chose Wipro. Wipro's offer of a range of professional services while adhering to strict budgets and timelines is enabling us to effectively meet our strategic objectives," said Colin Orr Burns, Executive Vice President of Iqara Broadband.

As the fastest growing division of Wipro Technologies, Telecom and Internet Service Provider had a good year. Winning our largest ever fixed price contract order was just the beginning, our commitment to Quality led us to successfully deliver the first phase of this highly complex $70 Mn. systems integration project on schedule. We also successfully powered the Cable ISP solution to Iqara Broadband, a part of British Gas group.

Enhancing employee competency through learning initiatives

Embedded and Internet Access.

Platforms: Wipro brings its proven methodology in productization and migration of large applications in this area. Sun Microsystems, as part of its plans to develop an open source platform for Solaris OE, is drawing on Wipro's expertise, and functionality developed by the GNOME community, to build a modern desktop environment for the Solaris OE. Wipro's Platforms group, besides co-ordinating the overall development effort, is providing its expertise in porting and migration, bug fixing, accessibility-enabling and testing of the GNOME solution. Wipro will carry out the integration of the GNOME solution with the existing Common Desktop Environment and provide complete lifecycle maintenance in the post-release phase. Wipro will deliver defect-free, robust and cost effective software that will allow Solaris Software users to seamlessly integrate their workstations into the office environment.

Automotive: In the automotive segment, Wipro has been working with several major players in Europe and the USA. Visteon Corporation, USA, selected Wipro Embedded and Internet Access as a development partner for automotive embedded systems after an elaborate evaluation of major vendors. This win established Embedded and Internet Access' automotive electronics group as a name to reckon with, in the field of providing automotive solutions to leading automotive components vendors in the world.
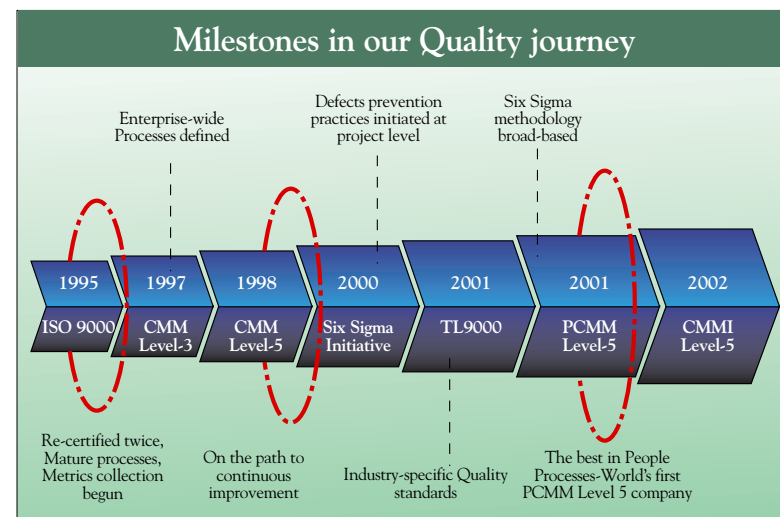
Visteon, headquartered in Dearborn, Michigan, USA is the second largest automotive supplier in the world dedicated to providing integrated automotive technology systems in the area of telematics/multimedia, powertrain systems and climate system electronics. Wipro is extending its complete offering of automotive solutions, especially in the area of telematics, multimedia and instrumentation clusters.

Consumer Electronics: Thompson Multimedia selected Wipro as a major outsourcing partner, endorsing Wipro's ability to help clients complete product realization using state-of-the-art technologies, technology building blocks and Intellectual Properties. Thompson Multimedia has been working with Wipro for the past 18 months and this new partnership is an endorsement of a high level of customer satisfaction and high Quality of the deliverables and support being extended to them. As part of this partnership, Wipro helps Thompson Multimedia develop new generation products for the consumer electronics market. Wipro's solution will incorporate hardware services, software services and Intellectual Properties (802.11a, MP3, USB 1.1, etc.).

Intellectual Property: "The use of Wipro's technology will significantly improve Indigita's time-to-

market for digital content interchange and communications, compliant with industry standards," said Mel Gable, CEO of Indigita, a leading provider of connectivity and storage management solutions for original equipment manufacturers and systems integrators.

Wipro's singular ability to leverage its knowledge and high Quality expertise in VLSI has earned us rich dividends. The creation of new Intellectual Properties that fit in with existing systems and requirements of customers has seen us achieve many successes.

Wipro has licensed its 1394 Audio/ Video Link Layer Interface as well as the AV/C Command Set Software to Indigita. This reinforces Wipro's expertise in 1394 technologies and its status as a preferred choice for buyers in the embedded market. The technology building blocks licensed by Wipro will enable the rapid deployment of high-speed serial communications functionality in ASIC devices to be developed by Indigita.

Telecom and Internetworking

"We were amazed to see the depth and breadth of core telecom expertise in Wipro. While we were aware that Indian companies were good at Software, it was an eye opener to see the strong expertise that Wipro had in VLSI / hardware engineering. The combination of highly skilled engineers, diversity of expertise and a good track record convinced us to partner with Wipro," said David Heard, CEO, Santera Systems.

While Wipro's Telecom and Internetworking division was possibly the worst hit by the slowdown in the telecom industry, it was a track record of providing Quality solutions that helped this division hold its own in such challenging times. Wipro Technologies became the world's first software services organization to achieve the TL9000, a Quality certification applicable to the telecommunications industry. One of the significant wins last year was Santera Systems, a leading provider of now- and next-generation switching equipment for the global communications market who entrusted Wipro with their VLSI designs.

Horizontal Expertise

Technology Infrastructure Services

Technology Infrastructure Services has emerged as a clear differentiator for Wipro Technologies. Leveraging on decades of hardware experience, Wipro Technologies has managed to provide global clients with best-in-class services like Infrastructure Consulting and Integration, Infrastructure Management, IT Infrastructure Security, Remote Infrastructure Management and Telecom Infrastructure Services.

Package Implementation

"Wipro has shown itself to be quality driven, something that was clearly evident in their approach to our large application support requirements," said Ian Londesbrough - CRM Delivery Manager, nPower. "The high quality of their CRM team is beyond doubt."

A rapid competency build-up in Enterprise Application Solutions like ERP, CRM, SCM and B2B integration helped us witness several new milestones in large accounts like Transco

Quality - The cutting edge

Regular Development Process

Wipro Development Process

Maintenance Cost

Schedule Over-runs

Development Cost

Cost Savings

Lower Development Cost

Quality that reflects on your bottom line

and Weyerhaeuser, particularly in the areas of core SAP R/3 activities and new generation SAP initiatives. Wipro provided services in Oracle e-business suite 11i implementation, as well as Ariba Buyer implementations to Sony. Other significant wins being SCA Packaging (Europe), Sanyo Energy (Europe), Emerson (US), Pepco Energy Services (US), Putnam (US), and Nationwide Financial (US).

Building on a strong start in 2000-01, the CRM practice, consisting of Siebel and Clarify technologies, grew at a rapid pace, with several new customer acquisitions. Wipro successfully completed a CRM project at Pepco Energy Services, US. The Siebel/ABP integration at Pepco Energy Services, executed by Wipro, integrates the billing system, ABP that ensures all new order information from Siebel is created in the billing system and all the confirmations are updated in Siebel.

Wipro Technologies won a CRM project at nPower, a leading supplier of gas and electricity in UK. This came soon after the successful completion of projects by Wipro with companies such as Farmers Insurance (US), where CIOs have relied on Wipro's Customer Relationship Management (CRM) skills as a key enabler of their large CRM initiatives.

Datawarehousing and Business Intelligence

By offering cutting-edge technology services and solutions to its customers in the business intelligence and datawarehousing segment, Wipro has entered into strategic business and technological alliances with leading vendors like Informatica, IBM, Brio and SAS. We have also started services and identified business intelligence applications like analytical CRM, ERP and SCM analytics, e-business intelligence and teradata as thrust areas.

In the US, Wipro Technologies has created a good impact in providing business intelligence consulting to the financial services segment and has managed to architect, integrate and manage datawarehousing/business intelligence applications like risk containment, scorecard applications, dashboard reporting, fraud management, claims and actuarial analysis. In the UK and Europe, the company has been working with leading energy and utilities companies for datawarehousing/ business services.

E-Commerce

"WiproWebSecure was adopted by several large enterprises and has the potential to become a solid product," said Gartner.

After success in the global IT services space, Wipro Technologies has now made progress in the IT product segment. WiproWebSecure, our application security product, has achieved significant milestones during the year.

Gaining widespread recognition, the product saw successful implementation in Home Depot and Lattice Group among others. Proof of its efficacy was also seen when leading market researcher Gartner named Wipro Technologies as a niche player in the Magic Quadrant of the extranet access management market for its web security product, WiproWebSecure.

Wipro development center, Chennai, India
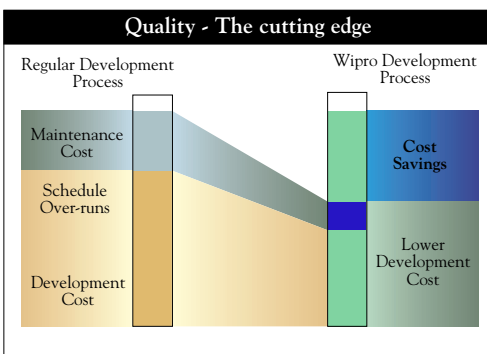
Wipro Infotech -
A Customer-centric vision fuelled by Quality

The year 2001-02 saw Wipro Infotech establish itself as a comprehensive IT services provider, with the strong success of our software solutions business. From architecting and integrating IT solutions to managing IT infrastructure, Wipro's customers today, recognize and appreciate Wipro's ability to deliver high Quality, reliable and cost effective IT solutions. A proposition that is by the day, getting wider and deeper, ranging from core IT infrastructure and value-added IT services to high-end software services.

For us at Wipro Infotech, who believe that IT is a business enabler, it was a great challenge to provide continued business value to our customers in difficult market conditions. This was made possible by our comprehensive range of offerings and our single-minded devotion to Quality on all fronts - products, services, people and processes. This powerful combination drove the company closer to its customers. Consequently, our journey through the fiscal has seen several prestigious customer wins, recognition by principals and the industry.

Growth in Services - a continual process

The depth and width of our services portfolio has been instrumental in growing our services business substantially. We further strengthened our technology integration practice this year by launching call center integration and storage integration services, thereby augmenting our existing portfolio of network integration, telecom integration, platform integration and data center services. With the integration of Wipro Net into our portfolio last year, we now offer a range of remote management services in addition to our already robust managed security services.

Our strength and leadership in integration services found recognition, when we were awarded India's No.1 network integrator by Voice & Data magazine for the fourth consecutive year. What was more significant though, was the fact that during the year, we won close to 50 infrastructure management contracts, taking our total number to 196. This included a prestigious 2 year contract from the Department of Registration and Stamps, Govt. of Andhra Pradesh. We also won over 260 system integration contracts.

Further, our thrust on building the telecom integration practice saw us win two of the country's largest system integration contracts from the telecom sector. Over 1,100 Availability Services contracts were signed during the year.

Successful year in Software Services

This was our first full year in the software services area in the domestic market. Today, we offer the strength of our global best practices in India including robust project management methodologies and Quality processes. A combination of re-usable frameworks coupled with best-of-breed solutions helps us offer reduced cost of ownership and enhanced value on customers' total IT investments.

We won several prestigious projects in core business areas of end-to-end ERP implementation, transport optimization, web based dealer integration, HR information systems, mediation implementation and IT consulting. Most of these were won against stiff competition from global

Technology Products

Enterprise Platforms
Storage Platforms
Networking Solutions
Desktop Computing
Mobile Computing
Packaged Software

Enterprise Solutions

E-Commerce Solutions

Custom Application Development

Enterprise Applications -
ERP, SCM, CRM

Enterprise Application Integration

Industry Solutions -
Finance, Telecom and Manufacturing

Business Intelligence and Datawarehousing

Consulting Services

IT Strategy Consulting
IT Governance and Optimization
Process Consulting and
Change Management
Business Continuity and
Risk Management

Wipro Infotech
Customer First

Professional IT Services

Infrastructure Management
• Asset Management
• Network Management
• Data Center Services
• Remote Management

Technology Integration
• Platform Integration
• Network Integration
• Call Center Integration
• Storage Integration

Availability Services
• Software Support
• Hardware Support
• Multi-Vendor Support

Communication Services

Procurement Services (01markets)

eProcurement Services
eProcurement Solutions
• Strategic Sourcing
• Reverse Auctions
• Web Tendering
• Supplier Relationship Management
eProcurement Consultancy

IT services companies. We won over 65 projects during the year including a few from multinational organizations in India.

Launch of Consulting Services: Moving up the services value chain

The last two decades has seen us gain significant experience in the IT domain, both in the software and in the hardware arena, in India and worldwide. This has put us in an ideal position to launch our IT consulting services practice. Our consulting services are woven around four pillars. They include:

Strategic consulting services

These services facilitates clients to articulate, implement, monitor and continuously evolve powerful strategies. This specifically comprises:

Business planning/business process improvement - This includes assisting clients in the articulation and implementation of their strategy, which would assist clients in business and financial modelling.

IT strategy articulation and implementation - This includes strategic IT articulation and deployment to ensure that technology enables clients attain their ambitious business plans.

Business technology consulting - This includes understanding underlying business architecture of the client in the context of the dynamic business landscape to assess the need for a technology.

"We enjoy working with the Wipro team who take care of the overall project completion. Even though the contract is for specific project areas, we find that Wipro's consultants have been helping us in other areas as well; a fact clearly noticed by our chief financial officer."

S R Balasubramanian - Vice President (IT), HDFC Bank

Wipro LittleGenius Notebook

IT governance and optimization consulting

Here, we assist businesses carry out an assessment of their Information Technology Management Processes, benchmark the same with industry standard practices and provide concrete action steps to bridge the concomitant gaps.

Process consulting

This encompasses business process improvement and change management consulting. The services offered include organization-wide framework consulting and application assistance for Six Sigma implementation, as well as process improvements in specific areas using Six Sigma methodology. Our experience with SEI CMM and PCMM would be offered as a service to our customers.

Business Continuity and Risk Management consulting

As an end-to-end consulting and solutions provider in information security, Wipro offers services ranging from risk consulting, business continuity planning and security solution architecting to preventive consulting services like security solution integration, thus addressing customer needs through the entire lifecycle.

Making a mark in Asia Pacific

Having established ourselves strongly in the domestic market over the last two decades, we have set our sights on extending this leadership into Asia Pacific and the Middle East. In line with this objective, we successfully launched our operations in the Asia Pacific and Middle East markets. Today, we have full- fledged business offices in Dubai and Singapore with presence in Sydney, Taipei, Bangkok, Hong Kong and Saudi Arabia. In the very first year of operations, we received an encouraging response from customers across the region including a prestigious project that we won from the Dubai e-Government to provide data center management services. Our strategic alliance with IBM will further enhance our IT services proposition to customers in the region.

Over 25 high-powered delegations from countries including Australia, New Zealand, Bahrain, Korea, China, Malaysia, Kazakhstan and the Middle East and Thailand visited our campus during the year. They comprised ministers, dignitaries, senior bureaucrats, industrialists and even heads of state.

Consolidating leadership in the Enterprise Infrastructure market

This was a challenging year in the enterprise infrastructure market with customers downsizing or postponing IT infrastructure procurement. In such market conditions, we emerged strong by growing our market share in the high-end PC server market and retaining leadership position in the enterprise server and networking market.

In addition to this, our products proposition was further augmented with the launch of the Wipro LittleGenius range of corporate notebooks. This marked our successful entry into the highly competitive notebook market. The year also saw us win recognition from our enterprise

partners. We were Sun Microsystems' leading partner and were awarded 'Best Distributor: Asia South-2001' by Sun Microsystems. We continued to be lead partners for iPlanet, Citrix, Macromedia, Computer Associates and IBM (Intel range of servers). We have been declared the largest sales partner for Cisco and were adjudged 'Outstanding Partner' for Cisco in the high technology area including IP telephony. Wipro Infotech has also been declared as the largest partner for HP Openview.

We announced a strategic alliance with IBM in the latter part of the year. With this, we now have an even wider range of computing platforms to offer to our customers in India. This has also helped us enhance our services offerings around these platforms to customers in India.

01markets: Cost effective procurement services to customers

01markets established itself during the year as a successful e-procurement business with transactions of Rs. 2,041 million through 104 procurement auctions spread across 6 industry verticals. 01markets enabled its clients to identify procurement savings in the range of 9 to 10% for direct as well as indirect goods. Clients also benefited from substantial reductions in their sourcing cycle times. 01markets was awarded the Golden Peacock Award for Innovation Management for the year 2001.

Quality: The imperative for customer satisfaction

The Quality journey at Wipro Infotech has seen us pass newer milestones during the year. Our application of the Six Sigma methodology enabled us to offer higher value to customers through continuous business process improvement. We initiated 110 new Six Sigma projects during the year, and today we have 17 Black Belts across Wipro Infotech.

We were awarded the ISO 14000 certification for our manufacturing facility in Pondicherry. We also acquired the ISO 9001:2000 certification for our infrastructure management services practice during the year. Both these certifications are a step closer to enhancing customer satisfaction through continuous improvement of current processes.

Innovation: Key to customer satisfaction

At Wipro Infotech, we believe it is our ability to innovate that leads to customer satisfaction. The focus of our Innovation framework is to learn from experience, build on expertise and create solutions and services that satisfy our customers' stated and latent needs.

Our Innovation methodology, saw early success, with the launch of several new practices including storage consulting, IT outsourcing and Six Sigma consulting, which today is an integral part of our overall consulting framework.

The knowledge edge

At Wipro Infotech, we believe it is critical to stay in a mode of continuous learning. Our Knowledge Management initiative took significant strides in the areas of learning and knowledge extraction, enhancement and practice.

TerraNova - Center of Excellence

The success of the learning initiative has brought about a structured competency model designed for the entire organization. Implementation of e-learning has ensured mandatory skill training and uniform competency measurement across the organization. Over 290 engineers were certified across diverse competencies and over 1,500 employees were trained across 200 training programs spanning 8,600 training man-days. As part of the competency certification program, around 1,700 Business Partner engineers were also certified.

A key initiative to inculcate a culture of knowledge sharing and re-using in the organization was 'Kalpavriksha' - the Knowledge Management portal. It has enabled uniform knowledge dissemination across the organization and has also enabled best practices sharing within the organization.

'TerraNova', our Center of Excellence opened its doors to customers this year. The center is a showcase of our solutions and integration capabilities. Multiple technologies and their working across diverse platforms are displayed, through a replication of the customers' business environment. TerraNova demonstrates solutions on Sun Microsystems, Cisco, Nortel, Intel and HP platforms with a range of enterprise applications and products.

Leveraging the power of the Internet

The year in passing saw us leverage the power of the Internet to drive external and internal efficiencies. We moved closer to our customers and partners through the launch of robust, content-rich community websites and portals for our business partners and customers. We also launched a sales force automation tool as part of sales process improvement and this tool works as an opportunity-tracking device for all listed customer accounts.

Employee productivity was enhanced through the launch of various applications in the areas of recruitment, human resources, administration, finance, legal, marketing and operations, all of which translated into greater customer satisfaction.

Vertical Solutions: Bringing us closer to the customer

To ensure that we address our customers' total IT requirements ranging from products to high-end solutions most effectively, we re-organized ourselves into six verticals, with independent solutions, frameworks and strategies being created for each vertical. The six verticals identified include finance, banking and insurance, manufacturing, IT and IT enabled services, telecommunications, healthcare and government. This initiative we believe, is key to offer business value to our customers. We are constantly striving to leverage our domain knowledge in each of the above verticals to offer a customized mix of products, services and solutions that meet vertical-specific requirements.

Wipro Healthcare and Life Science - Driving the convergence of Healthscience and IT to deliver Quality solutions to build a healthy future

Wipro has been addressing the Healthcare services market through its Wipro Biomed division and Wipro GE Medical Systems Ltd. These businesses, which focus on the device, services and "after" market in India, have performed exceedingly well and are presently market leaders in their respective fields.

Wipro in its constant quest for looking at new business opportunities where it can add value, announced in April 2002, its new venture - Wipro Healthcare and Life Science, which will address the requirements of the Bio-IT market, where Information Technology converges with Life Science. The estimated addressable market opportunity is around $25 billion, growing at over 20% annually. The key regions of focus are USA, Europe and India. The existing business of Wipro Biomed and the existing client base of Wipro Technologies in the Healthcare vertical will be transferred to Wipro Healthcare and Life Science business unit. This business will offer solutions in three core areas:

Healthcare Information Technology to Health Delivery system

Our focus is the complete Healthcare delivery system which includes hospitals, physician practices, HMOs and health insurance companies. The solutions would be defect-free Six Sigma engineered. Our unique value proposition is the ability to integrate the healthcare enterprise, thereby delivering a improved workflow and reducing costs for our customers. Some of the solutions, which we are presently offering are hospital information systems, clinical and lab information systems and web based HIPAA compliant, Internet based electronic claims systems and other custom solutions.

Discovery IT to Life Science companies

Here, our focus is providing IT solutions to drug discovery companies where we shall IT enable the parts of the drug discovery process, thereby crashing the drug development times significantly. We are also entering the field of IT enabling the filing of FDA approval process.

Wipro Biomed addresses the clinical and scientific devices market in India. It markets and services equipment of leading companies like Beckman Coulter and Agilent, which offer state-of-the-art technology to medical and lifescience institutions.

Software Design and Engineering services to large Medical Device and Healthcare Information Technology companies

Building on the existing strengths of Wipro in embedded devices and software engineering excellence, we provide solutions to address large medical and analytical device companies as well as Healthcare Information Technology companies.

Wipro's domain knowledge and customer relationships will provide Wipro a distinct advantage to address the requirements of this emerging segment. We would leverage the technological edge, certified Quality processes and people to bring significant value to our customers by giving them timely, defect-free and value for money solutions. This would improve competitiveness of our customers and thereby improve outcome for their patients.

Synchron CX 9 ALX - A fully automated bio-chemistry analyzer from Beckman Coulter, capable of completing 900 tests per hour (inset), being used at the Sri Satya Sai Institute of Higher Medical Sciences in Bangalore, India

Wipro Consumer Care and Lighting -
Creating Consumer trust through Quality

A passion for Quality

At Wipro Consumer Care and Lighting, we understand that Quality is a never ending journey. It's our passion for Quality that ensures we are constantly enhancing the value of our brands and continuously introducing innovative products to enrich the lives of our customers.

Quality Brands

Wipro Consumer Care and Lighting division has strong brands addressing consumer needs in personal wash, toiletries, personal grooming, baby care, cooking medium and lighting categories. Our product range comprises:

Santoor Soap, Santoor Talc
Wipro Shikakai Soap
Milk & Roses Soap
Wipro Active Talc
Wipro Baby Soft range
Wipro Brand Domestic Lighting,
Commercial and Institutional Lighting

Range of Quality brands

Insights into Quality

At the heart of each of our brands and strategies are key customer insights. An extensive use of market research helps us understand the changes taking place in our customers' lives and how their needs are evolving. Proprietary research methodologies help us develop innovative offerings and products to meet these changing needs and therefore deliver satisfaction.

With the inherent belief that the customer is the final judge of our product Quality, we have undertaken a number of steps to ensure that all the customer defined parameters of our Quality are monitored, constantly benchmarked and improved upon. These include factors like defect-free manufacturing, easy availability and product attribute ratings. Here, Six Sigma tools have helped us develop robust processes to eliminate defects in manufacturing. Similarly, our extensive distribution network, ensures our division's consumer product is available in more than one million retail outlets across the country. In addition, our distribution and servicing are also benchmarked against competition and constantly monitored to ensure improvements are taking place.

Creating value for the customer

"Wipro Baby Soft nappies and diapers are a big help…no need to wash clothes, just change the nappy… the baby is happy because it is softer than cloth and keeps him dry…it also gives me the freedom to do all the things I want without spending time on changing wet clothes." Ms. Sindhu Menon, mother, Cochin.

In the Baby Care category for example, customers talked of how doctors routinely prescribed medicinal tablets for babies at dosage levels like half a tablet or quarter of a tablet. But attempts to split the tablet normally led to a powdered tablet and the mother unsure of whether the child had got the right dosage. This insight led to the development of the 'Wipro Baby Soft Tablet

Cutter' designed to hygienically solve this dilemma. This product has had an ecstatic response amongst mothers across the country.

In the lighting category, where consumers were looking for an assured life of the light bulbs they purchased, Wipro Longlite bulbs were designed to last 30% longer than normal bulbs. Similarly in lighting fittings, where customers were worried about products turning defective very soon, we launched a new product - Wipro Prima with a 5 year guarantee, a first for the category. Both innovations have been well appreciated by consumers.

"Your Fantasy range is excellent in form and function…a beauty with brains." Raju Mahagaonkar, Chairman, Indian Institute of Interior Designers, Pune.

To continue our story of creating value, in our Commercial and Institutional lighting business we developed special products for the Pharma and Software industries which have helped us dominate these segments. These include lighting designed to be free of glare and free from electromagnetic interference for the software industry and special lighting for operation theatres in hospitals.

All of these insights leading to innovation only illustrate our approach to continuously enhance value in each and every one of our offerings.

Building consumer trust

"See, how my skin glows. Using Santoor makes me look and feel younger. I trust only Santoor." Jayshree, housewife, Vijayawada

The Indian woman is constantly evolving and expects her brands to do the same. Advanced qualitative and quantitative research tools were used to develop the marketing mix for the re-launch of our lead brand Santoor. The brand's new communication showed the Santoor protagonist as being spontaneous, caring, nurturing and a role model for her child. All the values that our consumers instantly identified with and which in turn helped strengthen and heighten the emotional bond of our customers with Santoor.

Milestones in the Quality journey

Customers acknowledge and reward our brand and product Quality. Santoor is one of the leading brands in South and West India and the number one brand in Andhra Pradesh.

Wipro Shikakai, a hair care soap is a leader in its category.

Our brand offerings in talc make Wipro the second largest player in the talc category.

Wipro Baby Soft is among the top two brands in the baby care segment.

In Lighting, we have made tremendous strides in South and West India and are amongst the top brands here.

In Institutional Lighting we have been growing at a good pace and dominating our focus segments.

But in the same breath, we aren't resting on our laurels, because we know that the Quality journey is a never ending one.
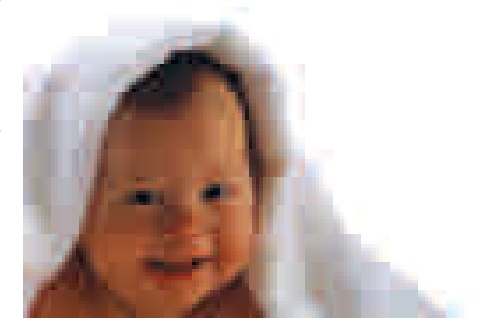
Giving your baby the best care with Wipro Baby Soft range

Innovation and Digitization
for Customer satisfaction

Summarised Gate Process for Innovation

At Wipro, Innovation is a means to provide value add to our customers, and it is so integral to us, that we articulated it in our Promise statement in 1998. Innovation is one of our four Values. While we have always worked on providing innovative solutions to the customer, we wanted to give Innovation a specific thrust.

We have defined Innovation as the "implementation of a new idea resulting in a marketable product or service". The objective is to drive revenues through the development of Intellectual Properties that yield new products and services.

A team is set up directly under the Chairman's office to give it the required thrust and attention. Similarly, in both Wipro Infotech and Wipro Technologies we have set up teams to oversee the Innovation initiative. We have studied the best practices on Innovation and have formulated a structured process to capture ideas, fund potential ideas, have structured periodic reviews, and develop a 'go-to-market strategy'. An important aspect is to be able to drop ideas and projects early enough, and to ensure that we capture what we learned from these projects. We have a formal reward and recognition process for idea generators and the core members who work on the development of these Innovation projects.

We have defined three themes under which we have taken up the projects - Home Networking, Content Commerce and Collaboration and Knowledge Management. Customer inputs and customer buy-in is an integral part of our process. This has helped us to screen and shape ideas into viable marketable products. We have had revenues in the first year of implementation for each of these themes. Currently, we have over 200 people working on 10 innovation projects. We are encouraged with the results of the Innovation initiative, which reaffirms our faith in this initiative.

Digitization for the future

Over the past two years, we have been rapidly digitizing all our critical business processes, thereby touching employees, clients, business partners, vendors and stakeholders. We began by building a suite of employee self-service applications that would help our employees transact easier and faster. Not only did this eliminate almost all paperwork in Wipro, but has also improved the productivity of our operations support staff by 25%.

Today, Wipro's private network connects all locations of Wipro for data, video and voice, thus transforming Wipro into a truly global company. Our multi-point audio and video conferencing facilities have bridged the oceans and cut down the need for travel. Our overseas clients rely on this for project reviews.

Digitization in Wipro

Our employee portal, designed by the employee for the employee, has become an arena for learning, fun and employee bonding. It has brought Quality processes, knowledge management systems, and project management systems to the employee desktop, thus enriching the work environment at Wipro and improving employee productivity and work Quality.

While our web enabled billing and collection process is providing transparency to our customers, our dealer portals provide the convenience of on-line configuration and anytime order booking. Even our procurement process has become more transparent to our vendors, as we use the digitized reverse auction process to get the best prices. With bandwidth prices falling, we expect our digitization initiative to gather even greater momentum, as more of our stakeholders connect to the Internet.
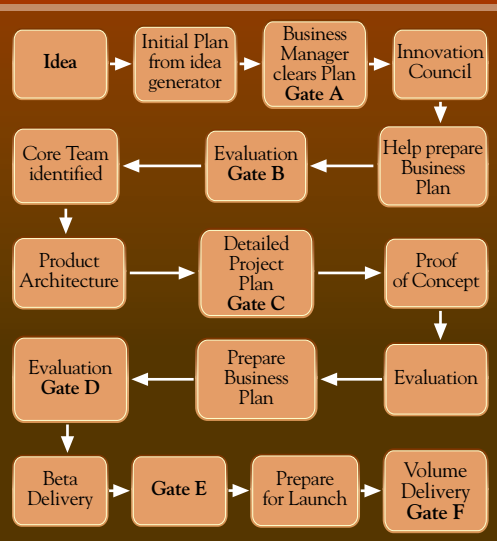
Contributing to a Quality
environment and society

At Wipro, we are highly sensitive to the impact of our business activities on environment and society. This is reflected in the measures taken to monitor and control resources and activities that interact with nature and people.

Wipro's environment, health and safety policy

At Wipro, we are committed to providing a safe and healthy work environment to all the employees and associates. This is done with the help of suitable management systems that are aimed at:
- Prevention of accidents - through fire, security losses, damages to property, personal injuries and loss of life
- Conservation of natural resources - by efficient use of energy, water and effective utilization of waste
- Prevention of pollution and hazards
- Compliance with legislation and regulations that are relevant to our organization
- Development of safe work practices by regular training to employees and support staff
- Periodic review of systems and processes aimed at continual improvement

Our efforts to improve our standards continuously and put an effective Environmental Management System (EMS) in place has resulted in us being awarded the ISO 14001 certification.

This in effect certifies that Wipro as an organization has a series of international standards for EMS, voluntary standards that establish and objectively evaluate EMS, 'Process Standards' and not just 'Performance Standards', a standardized and internationally recognized blue print for effective EMS and a frame work for setting and establishing EMS.

Wipro's EMS initiatives are designed for optimum utilization of natural resources and constant monitoring of environmental impact while providing service.

Some of the initiatives under this umbrella include:
Energy audit • Energy conservation • Water management • Land contamination management • Waste management • Employee health and safety • Adoption of parks • Effective stationery usage • Overcoming resource depletion

The benefits of these initiatives are:
- Products/services are processed under a controlled environment
- Reduction of energy consumption by 10%
- Better monitoring and control systems
- Increased awareness among employees resulting in 38% reduction in food wastage
- Quarter on quarter reduction of 10% in water consumption from conservation measures
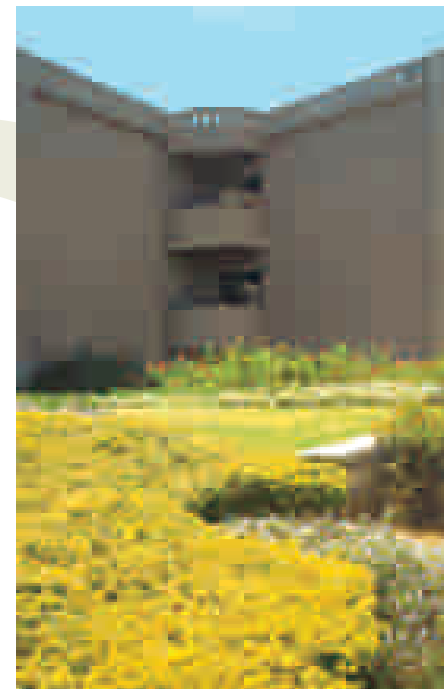
Creating an environment for better thought
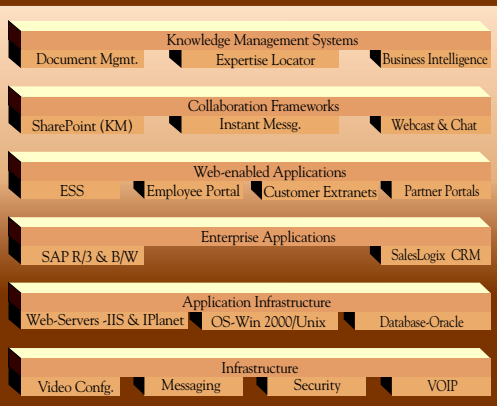
Ms. Deepa Sridhar, Principal,
Srikumaran School (CBSE)
sharing her experience of
the Wipro Applying Thought
in Schools program

Wipro Applying Thought in Schools

To Wipro, the future of the society depends on the ability of its children to think analytically and creatively, and be a lifelong learner. Wipro believes that the conventional education system is not equipping children with such abilities. Children must acquire the skill of how to learn, rather than being overwhelmed with a large amount of information, and must enjoy the process of learning, so that what is learnt is retained.

We believe that the factors, which have led to the current state of education are: examination boards test only the child's ability to recall facts, thus reinforcing rote learning; curriculum is designed to transfer maximum amount of information to the child, disregarding the fact that it is impossible to do so given the rate at which 'knowledge' is growing; school managements are focused on delivering best results on board examinations; teacher does not have an option but to focus on completing the syllabus; parents want the child to get maximum marks so that more doors are opened for the child. In the process, the real purpose of education is getting lost. Therefore, we must influence changes with every stakeholder in the education system.

The mission of the 'Wipro Applying Thought in Schools' program is enhancing creativity and problem solving skills among children by catalyzing systemic changes. Recognizing that the teacher has the most profound influence on a child's learning ability, at the heart of our program is teacher empowerment and re-skilling. The teacher re-skilling program was launched in May 2001, to provide comprehensive training on innovative teaching and assessment methods, and support their active implementation within the classroom. Begun first in Bangalore, its success has enabled us to take it forward to other cities in India.

We are reaching out to parents in an attempt to change their world-view of the purpose of education. A program to train parents is being put together, to enable them to help their children acquire life skills, and support the changes being brought about in the school.

J Aditya (right), son of Ms. Rajyashri,
Technical Manager, Manufacturing,
Wipro Technologies, Hyderabad,
matching his wits with P Harikrishna,
Wipro's first and India's
youngest chess Grandmaster

The school management, including the Principal, is the integral part of the program to bring about systemic changes within the school to create an environment for Quality education. Wipro is helping the school management recognize specific systemic changes and assist in its implementation. As the program scales up, Wipro would lead changes in the curriculum and examination system. For accelerating the systemic changes at the national level, we have launched the Wipro Forum on Quality in Education. The Forum is intended to work as a platform for sharing ideas and as a pressure group to bring about systemic changes.

Wipro Applying Thought in promoting mind leaders

At Wipro, a natural extension of "Applying Thought" was to promote the many talented youngsters in India, in the field of chess. While we took many promising youngsters under our wing, our ambition saw fruition when P Harikrishna, at 15, became India's youngest chess Grandmaster. His victory bore testimony to the fact that "Applying Thought" is not just a business philosophy, but also an approach to success in all human endeavor, be it at work or play. This has further strengthened our resolve to make India a chess superpower. And thus, we are nurturing five more budding talents in the future.

The Quality minds that lead Wipro - Corporate Executive Council

Azim H Premji
Chairman and
Managing Director

Vivek Paul
Vice Chairman and
Executive Officer,
Wipro Technologies

P S Pai
Vice Chairman and
Executive Officer,
Wipro Consumer Care
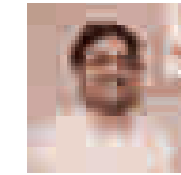*and Lighting*

D A Prasanna
Vice Chairman and
Executive Officer,
Wipro Healthcare
and Life Science

Ranjan Acharya
Corporate Vice President,
Corporate Human
Resources Development

Vineet Agrawal
Corporate Executive
Vice President, Mission:
Quality, Innovation,
Brand and Corporate
Communication

Sudip Banerjee
President,
Enterprise Solutions,
Wipro Technologies

Tamal Das Gupta
Chief Information Officer

Pratik Kumar
Corporate Vice President,
Human Resources

Girish S Paranjpe
President,
Finance Solutions,
Wipro Technologies

Dr. A L Rao
President,
Telecom and
Internetworking Solutions,
Wipro Technologies

M Seethapathy Rao
Managing Director,
Wipro Fluid Power Limited

Suresh C Senapaty
Corporate Executive
Vice President,
Finance and
Chief Finance Officer

Suresh Vaswani
President,
Wipro Infotech

As on April 30, 2002

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