The Winning Moves...



...doing Business in India

सत्यमेव जयते
Department of Industrial Policy & Promotion
Government of India

FICCI
Federation of Indian Chambers of Commerce and Industry

Preface

The Winning Moves...
doing business in India.

... A compilation of the stories of the many international companies that have taken advantage of the business opportunities available in India. These companies have, over the years, established themselves as market leaders in their respective sectors.

These are their stories, in their own words. Inspiration for other multinational companies to explore the market and set up base in India.

We hope you enjoy this compilation and find inspiration….. to be a winner!

September 2004

DISCLAIMER

The information and views expressed in the articles are strictly those of the authors. FICCI and Department of Industrial Policy & Promotion, Government of India, are neither responsible nor endorse any views contained therein.

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Automobiles



DAIMLERCHRYSLER



A Success Story

- ***Product/Service:***
Mercedes-Benz Cars
  - *C 200 KOMPRESSOR*
  - *C 220 CDI*
  - *E 200 K*
  - *E-240*
  - *E 270CDI*
  - *S 350 L*
  - *S 320 CDI & S 500 L*
  - *ML 270 CDI (Diesel)*
  - *ML 350 (Petrol)*
  - *SLK 230 K*
  - *SL 500*
- ***Year established:*** *1994*
- ***Total staff strength:*** *350*
- ***International presence:*** *200 countries*
- ***Website:***
www.mercedes-benz.co.in



MR. HANS MICHAEL HUBER
Managing Director & CEO

The history of DaimlerChrysler (earlier known as Daimler-Benz) in India dates back to 1954. It started with a technical collaboration with the Tata group for the manufacture of trucks. The successful cooperation continued till the end of the Technical Collaboration Agreement in 1969. DaimlerChrysler having been convinced about the tremendous potential of India, particularly after the first generation of economic reforms in 1991, decided to once more foray into the Indian market – this time with passenger cars. Accordingly, DaimlerChrysler India (earlier known as Mercedes-Benz India) was set up and with its plant in Pune, it started its commercial production in 1995. DaimlerChrysler was optimistic about the growing purchasing power in India, fuelled with encouraging government policies towards liberalisation. It also visualised the change in customer behaviour where customer's preference has now shifted to the latest technology, safety and environmental compatibility.

Our Pune plant has been rewarded the "Best Mercedes-Benz Production Plant" outside Germany for four consecutive years. We have installed different quality systems like ISO 9000, TS 16949 etc. We also ensure that the quality of Mercedes-Benz car produced in India is as equal to Mercedes-Benz produced in other countries.

We did experience initial problems in setting up business of manufacturing and sale of luxury cars. We faced unclear government policies regarding customs, MoU restrictions, procedural complexities, not-so developed infrastructure, etc. The liberalisation policies of the Government of India helped us to concentrate on our business operations. The declining customs duty rates also helped us in offering the best products to customers. The key challenge before us was to satisfy the customers' high expectations and demand.

Another major challenge was to develop the dealer network. Having started in 1998, we have now 12 dealers and 20 service stations across the country. The next equally important challenge was the after-sales service to ensure total customer satisfaction. We have taken various measures and initiatives to ensure that the customer buying Mercedes-Benz gets the world-class service.

DC India is also instrumental in promoting export of auto components from India. Around 25 suppliers have been developed for the manufacture and export of components and software services to our plants in Germany and United States. The export of auto components, accounted for more than 8% of the total export of auto components in 2003.

Having started with E-Class, we extended our model range to S-Class and C-Class. With this, we now produce the entire range of luxury cars in India. Apart from this, we also offer imported vehicles like M-Class, CLK, SLK, etc. to special customers. We continuously offer upgraded variants, engine changes, and facelifts within our C-Class and S-Class vehicles.

In 2000, we turned around the company and have been making net profits for the last four years. In 2004, we plan to sell around 1,800 cars which is almost 15% higher than 2003. We plan to focus more on customer relationship initiatives, introduction of newer models and variants to further grow our business.

Milestones and Awards

Year	Milestones
1954	Mercedes trucks launched in India, under technical collaboration with Telco
1969	Technical collaboration ends, Daimler-Benz continues as a shareholder (10%) in Telco
1994	Mercedes-Benz India is set up as a joint venture between Daimler-Benz and Telco for production and sales of Mercedes-Benz passenger vehicles
March 1995	Mercedes-Benz E -Class (W 124) launched in India being one of the most successful models worldwide
September 1996	Mercedes-Benz India commences setting up its dealer network in India
March 1997	First Mercedes-Benz Authorised Dealership is inaugurated
August 1997	First Mercedes-Benz Authorised Service Station is inaugurated
January 1998	Mercedes-Benz E -Class (W 210) with twin eyes launched with E 200 and E 230 Petrol versions and E 250 Diesel version
June 1999	Mercedes-Benz India Ltd. is awarded Top Exporter Award from Pune by Joint Director of Foreign Trade, Pune and the Maharashtra Chamber of Commerce and Industry for the year1997-98
July 1999	Mercedes-Benz India is awarded Regional Highest Exporters' Trophy in Motor Vehicle Category by Engineering Export Promotion Council for the year 1997-98
January 2000	The new Mercedes-Benz E -Class (W 210) Top-of – the –line E 240 Petrol version and the new E 220 CDI Diesel version introduced in the Indian market
May 2000	Mercedes-Benz India bags the Quality Award for the Year 1999 for 'Best Mercedes-Benz Production Plant' outside Germany for the 2nd consecutive year
September 2000	Mercedes-Benz S -Class - S320 L automatic, the 'Mercedes-Benz among the Mercedes-Benzes' launched
December 2000	For the calendar year 2000, the company makes a turnaround with net profit of Rs. 20 crores
February 2001	Mercedes-Benz India successfully implements the 'Mercedes-Benz Production System'
April 2001	Mercedes-Benz C -Class – C 180 Petrol version and C 200 CDI Diesel version, 'Technological trailblazers' in its segment launched in India

Year	Milestones
June 2001	Mercedes-Benz India bags the Quality Award for the year 2000 for 'Best Mercedes-Benz Production Plant' Outside Germany for the 3rd consecutive year
August 2001	Mercedes-Benz India announces its CBU Programme to serve discerning customers in niche segment
September 2001	Mercedes-Benz India becomes a100% subsidiary of DaimlerChrysler
November 2001	The name of the company is rechristened DaimlerChrysler India Private Limited
December 2001	For the calendar year 2001, the company posts net profit of Rs. 40 crores
January 2002	The new Mercedes C-200 CDI awarded the prestigious 'Automotive Technology of the Year' award by Overdrive, Auto Magazine & SIAM
February 2002	DaimlerChrysler India further expands and strengthens its dealer network of 15 Mercedes-Benz Showrooms and 17 Mercedes-Benz Service Workshops across India
February 2002	The new Mercedes C-200 CDI awarded the coveted 'Most Technologically Advanced Car of the Year' award by AutoCar Magazine & CNBC TV
March 2002	DaimlerChrysler India launches a wide choice of imported Mercedes cars e.g. M-Class, CLK-Class, SLK-Class and C-Class Sports Coupe for discerning customers in the niche segment
April 2002	DaimlerChrysler India announces first of its kind comprehensive one year 'DaimlerChrysler India Mechatronics Programme'
May 2002	DaimlerChrysler India celebrates the successful 1st anniversary of over 1000 proud owners of the Mercedes C-Class
September 2002	DaimlerChrysler India factory is awarded top 5-stars rating for Safety, Health and Environment
October 2002	The new Mercedes-Benz E -Class – E 240 Petrol version which points the way to the automotive future launched in India
December 2002	For the calendar year 2002, the company posts net profit of Rs. 39 crores
January 2003	The new Mercedes M-Class wins the coveted 'Utility Car of the Year' award from Overdrive Magazine & SIAM.
January 2003	The new Mercedes E-240 wins the coveted 'Autotech Product of the Year' award from Overdrive Magazine & SIAM.
February 2003	The new Mercedes E-240 awarded both the coveted 'Best Driver's Car of the Year' and 'Most Technologically Advanced Car of the Year' awards by AutoCar Magazine & CNBC TV

Year	Milestones
March 2003	The new E 220 Diesel version introduced successfully in the Indian market
March 2003	The new S-350 L petrol version introduced successfully in the Indian market
April 2003	The 10000th Mercedes-Benz car rolls off the DaimlerChrysler production plant in India
June 2003	DaimlerChrysler India further strengthens and expands its dealer network of 15 Mercedes-Benz Showrooms; 18 Mercedes-Benz Service Workshops and 7 additional Mercedes-Benz Service Centres across India
July 2003	The new C-200 Kompressor with the new four cylinder super-charged petrol engine for superb performance successfully introduced
August 2003	DaimlerChrysler India launches the Bio-diesel project in India in collaboration with Council for Scientific and Industrial Research (CSIR), India and Hohenheim University, Germany
December 2003	For the calendar year 2003, the company posts net profit of Rs. 34 crores .

FORD



Poised to Capture a Share

- ***Product/Service:*** *Ford Ikon (5 variants), Ford Mondeo and Ford Endeavour*
- ***Year established:*** *1995*
- ***Total staff strength:*** *Over 900 employees*
- ***International presence:*** *Ford Motor Company is present in over 200 countries*
- ***Website:*** *www.india.ford.com, www.ford.com*



MR. DAVID FRIEDMAN
Managing Director & President

Ford Motor Company manufactures and distributes automobiles in 200 markets across six continents. With more than 327,000 employees worldwide, the company's core and affiliated automotive brands include Aston Martin, Ford, Jaguar, Land Rover, Lincoln, Mazda, Mercury and Volvo. Ford Motor Company celebrated its 100th anniversary on June 16, 2003.

The year 1993 saw the deregulation of passenger car industry in India. In November 1995, with an objective to increase its presence in the Asia-Pacific region and to capture a share of the liberalized and high growth passenger car industry in India, Ford established a joint venture company with Mahindra & Mahindra (M&M). The company was re-christened Ford India Limited (FIL) in February 1999 with Ford holding the majority stake.

Ford India's production plant and corporate offices are located at Maraimalai Nagar over 350 acres and has the capacity to manufacture upto 50,000 vehicles per annum. With an investment of Rs.1,700 crore, Ford India employs

a large, local workforce of about 900 highly skilled personnel.

Ford India was the first subsidiary of a multinational car manufacturer in India to launch a car designed specifically for India. The specification of Ford Ikon has been consistently adapted to meet the needs of customers. Ford India's primary focus has been on building a strong local supply base. The level of localization of Ford Ikon is over 90% currently.



Indian auto industry has great potential and would be dependent on a strong domestic market. The challenges ahead are sustained levels of quality, capacity utilization and attaining economies of scale. Stable Government policies, labour reforms, tax rationalization and development of infrastructure would be crucial to the achievement of plans.

Ford India is closely involved in community development. Support has been given to programs in the areas of health, education and disaster relief. The Ford Conservation and Environment Grant Programme were initiated to encourage individuals actively involved in environment related activities. The Henry Ford Research Chair was established at IIT, Chennai and Delhi for research in Vehicle Emissions and Biomechanics, and Transportation Safety, respectively.

In the future, Ford India will further our commitment and help develop the Indian economy, engage more in the local community, continue to expand the product portfolio suited to its customer needs, improve responsiveness to their requirements, continue to involve the employees and their satisfaction with training and rewards and aim to meet higher standards in environmental protection.





GENERAL MOTORS INDIA



Unmatched International Standards...

- ***Product/Service:***

Opel cars
Chevrolet cars

- ***Year established:*** *1996*
- ***Total staff strength:*** *1200*

General Motors India, a wholly owned subsidiary of General Motors Corporation, USA has completed nearly 8 years of operation in India. With the successful introduction of Opel and Chevrolet models of cars, GM has brought to the Indian market unmatched international standards of product quality and customer care thereby proving to be the ideal car in terms of reliability, technology and performance. The total investment in GMI as of today is Rs.1300 crores (approx. US $280 million). The manufacturing plant is located at Halol near Baroda.

GM India has brought the latest manufacturing processes and human factor practices to its Halol Plant and therefore is the benchmark for advanced technologies in the Indian automotive industry. Because of GM's long term commitment to India, besides producing and selling cars, GMI has also pursued partnerships with Indian suppliers for world-wide sourcing of GM components from India. GM has also set up a Technical Centre at



MR. ADITYA VIJ
Managing Director & President



Bangalore and it has become fully operational in September last year. The initial investment is around $21 million and the center employs around 300 people. The Centre is developing computer-aided design and engineering items for use by GM's overseas units. This is a 100% Export Oriented Unit.

GM India's dealership network and after sales support system are fully functional and help assure total customer satisfaction. As of today, it has nearly 50 dealers and over 70 Authorised Service Outlets in 120 locations spread across the country to cater to the requirements of its valued customers. The coverage is being extended to 160 locations within the next few months' time.

GM India has a total workforce of 1200 personnel excluding contract workers. The present capacity of the plant is 25,000 cars per annum on a two shift basis and the capacity is now being increased to



50,000 units. GMI's state of the art Halol Plant received ISO 9002 certification in 1998 and ISO 14001 in environment management system in 1999. Our plant also got certified to ISO-9000 2000 in January 2002. The plant has been rated as the best environment friendly automobile company in India by Centre for Science and Envrionment.





HERO HONDA MOTORS LTD



Two Decades of Successful Relationship

- ***Products and Service:*** *Manufacture and Sale of Motorcycles*
- ***Year of Establishment:*** *1983*
- ***Total Staff Strength:*** *4025*
- ***International presence:*** *Exports to about 20 countries*
- ***Website:*** *www. herohonda.com*

Hero Honda Motors is a joint venture between Honda Motor Company of Japan and Hero Group of India. The company came into being in 1984 and this year (2004) heralds the completion of two decades of successful relationship.

Honda Motors entered the Indian market at a time when India had initiated liberalization. At that time Honda was a leading manufacturer of two-wheelers in the world and was the originator of four-stroke technology.

Hero Group at that time was the world's single largest manufacturer of bicycles. For Honda Motors, the idea of joining hands with Hero Cycles was to achieve a leadership position as a joint venture through a combination of Japanese technological superiority with operational excellence. Thus, in 1983 Honda entered into an agreement with Hero to manufacture motorcycles, incorporating four-stroke technology.

The factory, situated in Haryana,



MR. A. KAZUSA
Joint Managing Director

was built and became operational. The Haryana area at that time was not a locale developed well enough to support the component industry. Hero Honda, however, made efforts to expand its business network to the area while contributing to developing a healthy industrial infrastructure there, sharing common philosophy with the ancillary parties involved. Based on the mutual understanding, Honda Motors was able to share with Hero Honda its technology and relevant systems, which was quickly absorbed by local managers and engineers. Both partners conducted a series of extensive market surveys before starting to develop its first product, a 100-CC fuel-efficient motorcycle, which is popular even today.

The challenge for Hero Honda has been to produce and offer products of highest quality at reasonable prices. We together have been successful in the undertaking, with our products now widely accepted in both rural and urban areas. Today, our plants are being operated with great efficiency in terms of productivity and costs. The company has the vision of achieving the status of a world-class organization.

The company in 2001 produced more than one million motorcycles and became the world's single largest two-wheeler manufacturer - a position it has held up until now. In the last fiscal year, the company produced a record high of 2.07 million motorcycles in the entire two-wheeler market of about 5.6 million.

Hero Honda would like to continue its leadership stance going forward and bring in new generations of products in the two-wheeler category including scooters. Our top priority is to ensure that every Hero Honda customer is a happy customer. We are committed to doing whatever it takes to achieve this goal.

TOYOTA KIRLOSKAR



Spreading its Wings...

- ***Product/Service:*** *India's premium Multi Purpose Vehicle – Qualis and world famous passenger car – Corolla.*
- ***Year established:*** *1997*
- ***Total staff strength:*** *2400*
- ***International presence:*** *56 plants in 26 countries; Vehicles marketed in more than 160 countries*
- ***Website:*** *www.toyotabharat.com*



MR. ATSUSHI TOYOSHIMA
Managing Director

Toyota Kirloskar Motor Private Limited (TKM) was incorporated in 1997, as a joint venture between Toyota Motor Corporation, Japan and the Kirloskar Group. Toyota Motor Corporation, the third largest automobile manufacturer in the world, established in 1937, has spread its wings over 56 plants in 26 countries and markets its vehicles in more than 160 countries.

Toyota Kirloskar Motor is headed by Mr. Atsushi Toyoshima, with able support from two Deputy Managing Directors, Mr. K. K. Swamy and Mr. Masatoshi Seki.

TKM plant is located in Bidadi Industrial Area, near Bangalore where about 2400 people work together to produce India's premium Multi Purpose Vehicle – Qualis and world famous passenger car – Corolla. Total paid-up capital has been Rs.700 crores and the production capacity is 45,000 units per annum.

Guided by the principle of "Growing together", Toyota has contributed to the growth of

automotive industry in each country it operates in. In this direction, to support supplier companies and promote vendor development, a global first – Toyota Techno Park India (TTPI) has been



established in Bidadi. TTPI houses 5 joint ventures which in turn supply components to TKM. With the active support from TKM, many Toyota Group Companies have established their units in and around Bangalore, thus adding the total investment by the Toyota Group to the tune of Rs. 1700 crores in the first phase itself. To promote exports from India, Toyota is now establishing two EOU units to manufacture and export Transmissions for its world-wide plants with an investment of around Rs. 360 crores.

The company has established 42 state-of-art 3S (Sales, Service and Spare Parts) dealerships throughout the country, to provide maximum customer care and satisfaction. Till date, TKM has sold more than 1,00,000 units of Qualis. TKM has launched its luxury passenger car-Camry to cater top end customers. Toyota Corolla, which has set a sales record the world over, has been introduced in India since February 2004.

The TKM plant in Bidadi, surrounded by a greenbelt, meets environmental standards and has been certified ISO 14001 compliant. The Company has



encouraged and guided its suppliers and dealers to become ISO 14001 certified companies. Till date, 35 suppliers of TKM have already been certified as ISO 14001 companies.

Consultancies



KPMG



International Standard Advisory Services

- ***Product/Service:*** *Audit; Tax & Regulatory; Advisory (Financial Advisory Services and Risk Advisory Services)*
- ***Year established:*** *1993*
- ***Total staff strength:*** *Access to over 900 professionals*
- ***International presence:*** *148 countries around the world*
- ***Website:*** *www.in.kpmg.com*



MR. IAN GOMES
Country Managing Director

Many of our international clients had made large investments in the country and were looking for global service levels from professional advisory firms. Access to our global resources and an understanding of local regulations, business nuances, etc could contribute significantly to their India strategy.

The India practice of KPMG was set up in 1993. India was a reforming economy poised to grow at a healthy rate. With liberalization, many of our international clients and other global companies set up operations here. Also, there was an expectation that Indian companies of significant scale and scope of operations would lead to an enhanced demand for international standard advisory services. Having set up offices in Mumbai and Delhi, today we have offices in Bangalore, Hyderabad, Kolkata and Chennai.

KPMG tailored its India strategy to offer advisory work in order to comply with all Indian government and other relevant regulations. The firm aims to be an employer of

choice and our experience in India has proven beyond doubt that the quality of people and the talent available here is at par with the best in the world. The firm offers opportunities to Indian professionals to hone their knowledge and skills through international exposure.

India is a price sensitive market. A critical challenge was to communicate the firm's value proposition and thought leadership in the Indian context and leverage off our international brand.

KPMG is committed to India and has taken many initiatives to showcase India amongst the KPMG international client base in particular and the global business community in general. Indian companies are increasingly operating on a global scale and we have assisted in their process of global expansion. Also, we have supported the entry of many international companies in India and continued providing value-adding services to them. In many cases, we have had the opportunity to advise progressive central and state governments in their reform-based projects.

In India, just like we have seen globally, we recognize that people are our greatest asset and the key business differentiator. We continuously strive to be an employer of choice and retain focus on our clients.

With the Indian economy growing and Indian companies increasingly looking at expanding both their scale and scope of operations and competing at a global level, there is likely to be an increasing need for quality advisory services. The emerging new economy sectors and the revival of the old economy is likely to further provide an impetus for growth in the sector.

Consumer Goods



ALLIED DOMECQ



Celebrating the Spirit of Achievement

- ***Product/Service:*** *Spirits and wines*
- ***Year established:*** *1994*
- ***Website:*** *www.allieddomecq.com*

Allied Domecq Spirits and Wine (India) Pvt Ltd. (ADSWI) is a subsidiary of Allied Domecq PLC, the second-largest spirits and wine company in the world. The company owns some of the top international premium spirit brands together with a range of fine wines from all over the world. The annual shipment of the company exceeds 50 million cases.

Many of the world renowned spirit brands come from the stable of Allied Domecq. The company identified India as a potential market for their brands and set up Allied Domecq Spirits and Wine (India) Pvt Ltd. in 1994. The Indian portfolio of Allied Domecq includes premium Scotch whisky Teacher's 50, Teacher's Highland Crème, Old Smuggler Scotch, Rum and Gin and Long John. Allied's flagship brand in India is Teacher's Scotch whisky – a market leader in the scotch whisky segment with a 40% market share.

The Allied Domecq brand portfolio has been growing faster than the industry growth. The Indian Scotch market has seen a growth of 8-10% annually. Overall, the Scotch market



MR. HARISH MOOLCHANDANI
Managing Director

is estimated to be 2% of the total whisky market. Teacher's Highland Cream and Teacher's 50 (premium twelve-year-old Scotch) enjoy market leadership in their respective segments in the civil market.

The USP of the ADSWI range is its outstanding international flavour that appeals to consumers across the globe.

Allied now plans to venture into the Tequila market by introducing one of the leading international brands Sauza Tequila. The company also plans to launch one of its most preferred brands worldwide- Ballantines 17, a super premium aged Scotch whisky.

With its own manufacturing facility in Behror, Rajasthan, ADSWI has made considerable investments in technology transfer to introduce world-class distillation facilities that can be considered amongst the first few grain-based distillation plants in the country. The facility has undertaken extensive R&D in the areas of blending, bottling, alternative fuels and grains to make its operation competitive.

ADSWI also conducts frequent consumer researches to gauge the consumer reactions. One such survey was done to determine scotch-drinking habits across the country. According to the study, the scotch drinkers in India lay greater emphasis on the imagery and brand values offered by their bottle of scotch. Thus, Allied Domecq, identified "Achievement" as a platform for its flagship brand Teacher's Scotch Whisky. The company undertook to drive this to the consumers, with the Teacher's Achievement Awards (TAA).

Celebrating the spirit of achievement throughout the country, Allied organizes events and promotions. Teacher's Highnights is one such event that has received an overwhelming response from the consumers.

ADSWI also undertakes extensive scotch workshops popularly known as "Sense Your Scotch Sessions" for F&B personnel, bartenders in leading hotels and select connoisseurs. The company's master scotch expert conducts these sessions. In addition to the Allied Domecq scotch portfolio, the scotch master also educates the participants on other scotch brands, in keeping with ADSWI's true spirit of consumer education.

Realising its responsibility towards the society, ADSWI is also a founding member and leading participant for sensible drinking in alliance with SASPI, an NGO, whose agenda is to promote responsible drinking.

ELECTROLUX



Nurturing Hopes & Nourishing Life

- ***Product/Service:*** *Appliances and equipment for kitchen, cleaning and outdoor use*
- ***Year established:*** *1995*
- ***Total staff strength:*** *1500*
- ***International presence:*** *more than150 countries*
- ***Website:*** *www.electrolux.co.in*

Electrolux Group, a US$ 17 billion company, is the world's largest producer of powered appliances for kitchen, cleaning and outdoor use. The World's No. 1 choice for home appliances, Electrolux Group, has presence in more than 150 countries globally. Every year customers across the globe buy more than 55 million products from the Group's wide product range.

ELECTROLUX – INNOVATION IS THE KEY

Electrolux has always prided itself on its desire to be at the center of innovative and technological progress within its sector. Driving innovation forward over the years has made the company a leading player in the international appliance market. The Group's consistent focus of growing through innovation and insightful customer comprehension has led it to be rated as one of the most advanced and customer centric companies.

Some of the company's products like ***Trilobite - world's first automatic vaccum cleaner, Electrolux refrigerator model***



MR. RAJEEV KARWAL
Chairman & Managing Director

ER8100B- ***Europe's most energy efficient refrigerator that costs less than a single 25 watt light bulb to operate,*** **Tamanna-** ***world's first refrigerator with FM radio and message recorder,*** **Electrolux Automower-** ***a self driven lawn mover that operates fully independently,*** **Bijlee-** ***world's first refrigerator that runs without electricity are*** *a testimony of company's constant thrust on the innovation.*

In India, Electrolux has established itself among the top brands in terms of consumer awareness and brand recall. With consumer awareness increasing rapidly and product parity becoming a reality, brands have become more important over the years. Therefore, as a strategic initiative, Electrolux decided to focus on a single brand - Electrolux. All the products in the four categories that company operates in – Refrigerators, Washing Machines, Microwave Ovens and Air conditioners are marketed under single brand name-Electrolux.

Women*- are the core target audience for Electrolux at the product development stage itself. Through consumer foresight, Electrolux not only anticipates her needs, desires and aspirations but also gives attention to the smallest of small details of her life. Electrolux believes in manufacturing what the customers need rather than selling what it manufactures!!*

The extensive understanding of the consumer's needs, desires, aspirations and dreams has enabled the company to not only develop products like ***Washy Talky, Tamanna and Bijlee*** *but also unique programmes like* ***Electrolux Femme Force****- a self defense programme for women in Delhi. Every product and each innovation at Electrolux is focused on making her life simpler and an enjoyable experience.*

GILLETTE



The World Leader in Male Grooming

- ***Product / Services:***
Manufacturing /marketing of
safety razor blades
safety razors
shaving systems & cartridges
toiletries
alkaline batteries
oral care products
- ***Year established:*** *1985- Indian operations started.*
- ***Website:***
www.gillette.com

The Gillette Company began operations in India in 1985, through a joint venture with the Saroj Poddar Group. The company was then known as Indian Shaving Products Ltd. (ISPL). Notably, the company entered India long before economic liberalization. Commercial production started in 1986 with stainless steel double-edged blades. Through a series of acquisitions, the company expanded its production capability and its portfolio. In 1987, ISPL acquired Sharpedge from Hindustan Lever and Escorts. In 1995, Wiltech was acquired from the RPG group, while Duracell was acquired globally and in India in 1977. In the same year, Prudent was acquired from Parle. In 2000, Duracell and Wilkinson merged with ISPL and the company came to be called Gillette India Limited.

The product portfolio saw equally dramatic growth. The company was first to launch twin blades in India in 1989, followed by the launch of shaving systems, razors and shave creams in 1990. Gillette Presto launched in 1993 was the



MR. SAROJ KUMAR PODDAR
Chairman

first Disposable razor in India. In the coming years, presto longhandle, Ready II and Sensor Excel were launched. In 1995, the company brought its first offering for ladies through Braun Silkepil, followed by Sensor Excel shaving system for women in 1997. Oral B launched its first product in the value segment in 1995. In the new millennium, key landmarks were the setting up of legal entities in Sri Lanka and Bangladesh, while in 2003, Gillette introduced Vector Plus, as product designed exclusively for the Indian shaver, and Indian condition.

Offering the Indian consumer world-class product in male grooming, alkaline batteries and oral-care products, Gillette India's success is an outcome of a strong culture of innovation based on keen understanding of the needs of the Indian consumer. The company has continuously applied the best of Gillette technology to meet the local ambient conditions.

Intensive research and development, product innovation, functional excellence and



enhanced organizational capabilities have translated into huge success that Gillette is today. The company has seen excellent sales performance, backed by a profitability improvement strategy. Strong franchise growth and effective cost management have also contributed to highly successful operation.

GODFREY PHILLIPS



India's Second Largest Tobacco Company

- ***Product/Service:*** *Tobacco products*
- ***Year established:*** *1936*
- ***Total staff strength:*** *1354 as in 2003*
- ***International presence:*** *Middle East, Republic of Guinea, Sierra Leone and Gambie*
- ***Website****: www.godfreyphillips.com*

In 1968 Philip Morris, the proud owner of the Marlboro brand, acquired substantial holding in Godfrey Phillips UK. This was followed by major initiatives to reorganize operations in India, including merger of De Macropolo & Co Ltd with Godfrey Phillips India Ltd.

In 1979, the Modi Group acquired substantial shareholding and took over the management of Godfrey Phillips. The Group had had no experience in the cigarette business thus far, but our decision was strategic, driven by the fact that we saw immense potential in the business.

At that point, Godfrey Phillips had a market capitalization of only Rs.27 million and with antiquated machinery working at 50% efficiency; the PAT was about Rs. 2.4 million. Share value was at Rs.10/-. Gross sales were at a small Rs.900 million, and in a market with five players, Godfrey Phillips came a poor fifth. Our task was to make Godfrey Phillips not merely a successful business, but a thriving one. In stark contrast to western



MR. K. K. MODI
President

trends, bidis, snuff and chewing tobacco account for 86% of India's tobacco consumption.

In the face of distinct consumer profiles and diverse preferences, Godfrey Phillips has today created an enviable position for itself in the industry. We are now India's second largest Tobacco Company, and enjoy a 12% market share. In 2003-04, the company clocked a turnover of over Rs.11,758 million compared to Rs. 900 million in 1979.

The company's market capitalization has grown to about Rs 4,000 million, and in 2003-04 posted profits worth Rs 520 million. The company's share value has grown to Rs. 1,496 (including the bonus shares in the ratio of 1:1 offered twice in the last decade). Further, the company offered a 17% dividend per equity share in 2002-03.

Our manufacturing facilities in Maharashtra and Uttar Pradesh are designed to be the best in the country, and boast of one of the highest productivity rates of workers.

Investments in plant modernization have increased manufacturing efficiencies to 90%. A further investment of Rs.600 crore over the next five years is being planned.

The company manufactures most popular cigarette brands like Red and White, Four Square, Jaisalmer, Cavanders, Maxus, Tipper and Prince. Its products are distributed through an extensive India wide network comprising 484 exclusive distributors and over 800,000 retail outlets.

Godfrey Phillips has also tied up with Altadis USA, the world's largest Cigar Company to market its popular brands like Hava Tampa, the upmarket Santa Damiana and the Don Diego.

The risk we took way back in 1979 has paid off. During 2002-03 and 2003-04, the company notched phenomenal growths at 14% and 8.3% respectively surpassing industry growth of around 4%. Export volumes in 03-04 grew by 36% over 2002-03, constituting over 15% of domestic volume.

To give a renewed thrust to its growth plans the company recently restructured to form two divisions - domestic and international - each headed by an independent CEO. A focus on research and innovation also saw the creation of a dedicated Innovation Team recently to develop new products.

Godfrey Phillips has emerged today as a professionally managed, highly efficient corporate entity. Given recent restrictions on public communication / advertising, the way forward is challenging yet again, but Godfrey Phillips are confident we will emerge stronger, given our passion to excel, innovate and win, and to fulfill our vision - 'to become the leading tobacco player in India and beyond'.

LG



Leadership in all Categories

- ***Product/Service:*** *Consumer Electronics, Home Appliances, IT and Telecom*
- ***Year established:*** *1997*
- ***Website****: www.lgindia.com*

LG Electronics operations in India include its Consumer Electronics, Home Appliances, IT and telecom division. It is a wholly owned subsidiary of LG Electronics, South Korea and was established in India in 1997. The company is one of the youngest consumer durable brands in the country today. Headquartered in Greater Noida, the company has 40 branches and 65 remote area offices with 182 authorised service centres backed by 23 call centres

Since its foray into the Indian market, LG Electronics has emerged as a leading provider of high-tech Consumer Electronics and Home Appliances. The company enjoys leadership in all product categories that it is currently selling. The LG Electronics portfolio comprises of state-of-the-art Consumer Electronics and Home Appliance Products.

Having attained a leadership position in all segments, the company aims to capture a sizable market share in the GSM segment also. The company is the fifth largest mobile maker in the world



MR. KWANG RO KIM
Managing Director

and plans to bring a range of mobile gizmos to the Indian consumer. LG will be introducing new models, which will also have unique technology and superior designs.

LG set up a state-of-the art manufacturing facility at Greater Noida, in 1998, with an investment of Rs.500 crore. The facility manufactures Colour Televisions, semi-automatic washing machines, top loading fully automatic washing machines, air-conditioners, microwave ovens, direct cool refrigerators and frost free refrigerators and monitors. The manufacturing plant has been designed at par with the international standards in Korea, securing and absorbing the best technologies and recruiting and training the best people at all levels of its operations. The plant is one of the most eco-friendly units amongst all LG manufacturing plants worldwide. This unit has added a new Compressor Plant in 2003 for direct cool and frost-free refrigerators.

Its second manufacturing unit in Pune will become operational in 2004.

LG India is also committed to ***Corporate Social Responsibility****. LGEIL has adopted about 24 villages around our Greater Noida facility. LG extends Free Medical Care, which comprises of free check ups and a free distribution of medicines. LGEIL is also generating self-employment opportunities for the people in the form of tailoring, knitting, etc. LG also sends veterinary doctors regularly to these villages. LG India is one of the very few companies in the country that has an internal Energy, Environment, Safety and Health Department. This function caters to activities like Energy Conservation, Environmental Issues, Work Place Fire and Safety as well as Occupational Health for the benefit of the employees.*

NESTLÉ



Becoming an Integral Part of the Social Fabric

- ***Product/Service:*** *Manufacturing and marketing processed foods*
- ***Year established:*** *1959*
- ***Total staff strength:*** *Over 3100*
- ***International presence :*** *Present in 86 countries*

Nestlé India is a vibrant Company that provides consumers in India with products of global standards and is acknowledged amongst India's "Most Respected Companies" and amongst the "Top Wealth Creators of India". Nestlé has contributed significantly to the country's industrial development and has become an integral part of the social fabric.

Nestlé's relationship with India dates back to 1912, when it began trading as ' The Nestlé and Anglo Swiss Condensed Milk Company (Export) Ltd.' importing and selling finished products in the Indian market.

After India's independence in 1947, the economic policies of the Indian Government emphasised the need for local production. Nestlé responded to India's aspirations by forming a Company in India and set up its first factory in 1961 at Moga, Punjab where the Government wanted Nestlé to develop the milk economy.

The initial years of Nestlé's manufacturing operations were



MR. CARLO DONATI
Chairman & Managing Director

challenging years. There was a lack of basic infrastructure for industrialization. Social traditions made the farmer reluctant to sell milk for commercial purposes and the supply of milk for viable commercial production was unpredictable. Moga tested Nestlé's endurance and belief in India.

Nestlé overcame the obstacles through perseverance, commitment and by understanding the local community.

In Moga, Nestlé encouraged systematic development and injected resources into the system. It worked with the local community to gradually build confidence in the milk trade without compromising customs and sentiments. The Company introduced Nestlé's Agricultural Services to educate, advise and help the farmers in a variety of aspects. The Company invested substantially to establish milk collection centers, with cooling tanks and milking machines and farmers were provided training in breeding and feeding practices and methods to increase the yield of their herds. Nestlé's efforts had a multiplier effect on the development of the region and transformed Moga into a prosperous and vibrant milk district.

While liberalization of the economy and Government controls came about only in the 1990s, Nestlé's long term commitment to India has been evident throughout its nine decades in the country.

Nestlé has made regular and substantial investments and established that it is here to stay. Even though changes in the laws governing multinational companies forced it to reduce its equity holding from 69% to 40% in 1978, Nestlé continued to steadily increase capacity. The Company has focused its efforts to better understand the changing lifestyle of modern India and anticipate consumer needs in order to provide nutrition, convenience and wellness through its products. Nestlé India manufactures products of truly International quality under Internationally famous brand names such as MILKMAID, NESCAFE, CERELAC, LACTOGEN, MAGGI, KITKAT and others, supported by the Nestlé ' Seal Of Guarantee.' The Company's access to the Nestlé Group's proprietary technology/brands, expertise and the extensive centralized Research and Development facilities gives it a distinct advantage in these efforts.

Nestlé India today operates with six factories and 13 co-packers where products are manufactured to our specifications and under Nestlé India's quality assurance. Nestlé India's first factory in Moga [Punjab] was followed by Choladi [Tamil Nadu] in 1967, Nanjangud [Karnataka] in 1989, Samalkha [Haryana] in 1993, Ponda and Bicholim [Goa] in 1995 and 1997 respectively. The journey from Moga to Ponda has uplifted the quality of life of people and communities through Nestlé's activities. It's policy of integrating itself with people and communities has earned it respect and trust from every strata of society it comes in contact with.

PEPSICO



Delighting Indian consumers

- ***Product/Service:*** *Beverages, Snack Foods, Agro technology*
- ***Year established:*** *1989*
- ***Total staff strength:*** *More than 3000*

PepsiCo entered India in 1989 and remains firmly committed to the Indian market. PepsiCo's success in India centers around a strong focus on relentlessly satisfying and delighting Indian consumers. And this was achieved by forging strong relationships with local franchise partners, distributors and suppliers and building an immensely talented local workforce, who have helped us become a "growth company like no other."

Since its entry into India, PepsiCo has provided direct and indirect employment to more than 60,000 Indian people, and has made major long-term investments of over U.S.$700 million. These investments cover production facilities (41 plants), distribution networks, brand-building, training and development, agro-technology transfer, and community outreach programms.

PepsiCo's major product lines – Pepsi-Cola; Diet Pepsi, 7Up; Mirinda; Mountain Dew; Tropicana 100% juices and Slice juice drinks, Aquafina packaged drinking water, plus local brand Lehar Evervess



MR. RAJEEV BAKSHI
Chief Executive Officer

Soda and Dukes Lemonade and Mangola all have a strong presence in India, and are well-positioned for continued growth. Recently Pepsi India tied up with Hindustan Levers Ltd., to make available Lipton hot and cold teas and Bru coffee to consumers. Frito Lay, the snack foods division and the manufacturer of leading brands such as Lay's Potato Chips, Lehar Namkeen, Lehar Kurkure and Cheetos fun snacks in India are also poised for strong growth.

Given the extraordinary results achieved to-date and the bright prospects for the future, PepsiCo remains firmly committed to the Indian market – a market full of exciting challenges and untapped opportunities.

Business Highlights

- ***Total Investment:*** *PepsiCo and its partners have invested more than U.S. $700 million in India since 1989. (U.S.$500 million directly by PepsiCo).*

- ***Total Employment:*** *Together, PepsiCo Beverages and Frito Lay operations in India directly employ more than 3,000 people. Indirect employment is estimated at more than 60,000 people.*

- ***Beverages****: 37 bottling plants, plus 1 company-owned concentrate plant. Product Range: Pepsi-Cola; Diet Pepsi, 7Up; Mirinda flavours-Orange and Lemon; Mountain Dew; Slice flavours – Mango, Orange and Litchi; Tropicana 100% juices - Orange; Grape, Apple, Pineapple and Mixed Fruit, Aquafina packaged drinking water, plus local brands Lehar Evervess Soda, Dukes Lemonade and Mangola.*

- ***Snack-Foods:*** *Frito Lay owns two snack-food plants – located in Channo, Punjab, and Pune, Maharashtra, as well as a conversion unit at Faridabad.*

Product Range: Frito Lay's Snack food business includes potato chips, extruded snacks & the traditional 'namkeen' segments. Frito-Lay leads the branded potato chip market with its flagship brand Lay's. Its other brands are the locally acquired Uncle Chipps; Cheetos in the extruded segment and Kurkure and Lehar in the traditional 'namkeen' category.

- ***Agro-Technology:*** *A U.S.$1.5 million, comprehensive agro-technology program, developed in cooperation with the Punjab Agriculture University and Pepsi has introduced programms across India to help thousands of local farmers improve the yield and quality of agricultural products.*

- ***Export Development****: PepsiCo has emerged as a substantial contributor of exports from India, growing its exports business from U.S.$3 million in 1991, U.S.$60 million today.*

Direct Selling



AMWAY

Presenting the Best Business Opportunity



- ***Product/Service:*** *Personal Care, Home Care, Cosmetics, Nutrition & Wellness*
- ***Year established:*** *1995*
- ***Total staff strength:*** *345*
- ***International presence:*** *Present in 88 countries*
- ***Website****: www.amwayindia.com*

Amway India is a 100 per cent subsidiary of Amway Corporation, Ada, Michigan, USA. Amway Corporation is one of the largest Direct Selling companies in the world with presence in 88 countries and territories. Established in 1995, Amway India commenced commercial operations in May, 1998 and has emerged as the largest Direct Selling company in the country. The company is headquartered at New Delhi. Amway has invested in excess of US$35 million (Rs.151 crore) in India. Of this, US$6 million (Rs.26 crore) is in the form of direct foreign investment.

Amway India has 345 full-time employees and has generated indirect employment for 1,650 persons at all the contract manufacturer locations. The company has provided the income generating opportunity to over 4,00,000 active Amway Business Owners. Amway India's product portfolio comprises of over 52 products in four categories – Personal care, Home Care, Cosmetics and Nutrition and



MR. WILLIAM S. PINCKNEY
Managing Director

Wellness category. 85 per cent of Amway India products are manufactured in India through six third-party contract manufacturers. Amway India provides free and unlimited training to all its distributors to help them grow their business. Amway India has over 4,00,000 active Amway Business Owners spread across the country. Amway India recorded a sales turnover in excess of Rs.625 crore in 2003-04.

The opening up of the Indian economy in the nineties provided the trigger to Amway Corporation to seriously consider India as a market. Amway India Enterprise, a wholly-owned subsidiary of Amway Corporation, USA was set up in 1995. The commercial operation was launched in 1998.

We viewed India as a long-term prospect. We introduced a new distribution model. We adopted the concept of Pick-up Centres (PUCs). Every PUC is a full service centre, from where Amway Business Owners (ABOs) can buy products, receive free training and get all their questions answered. Today, Amway has 48 offices, 97 city warehouses spread across the country.

We made another change by offering our products in multiple pack sizes. India is the only country, where Amway products are available in multiple pack sizes including sachets. It is our ability to adapt, which has made Amway India the largest direct selling company of the country. Our goal is to make Amway Business as the "Best Business Opportunity" in India.

The biggest challenge to the direct selling industry is from fly-by-night operators; who feed off the huge potential of the direct selling industry by peddling money circulation schemes in the name of direct selling business by promising them easy fortunes. Indian Direct Selling Association, a body of reputed multinational and Indian direct selling companies, is fighting this menace.

TUPPERWARE INDIA



Carving Out a Niche

- ***Product/Service:*** *Food storage, preparation and serving items.*
- ***Year established:*** *1996*
- ***International presence:*** *More than 100 countries*
- ***Website:*** *www.tupperwareindia.com*

Tupperware India is today the second largest direct selling company in India. The company started its operations in India in 1996 and since then has carved out a niche for itself in the plastic storage and serving industry. The path was definitely not easy. This was the time when most of the MNCs started operations in India, encouraged by the LPG (Liberalisation-Privatisation-Globalisation) phenomenon sweeping across the country. Tupperware chose to be among the pioneers of the industry in India, that it rightly felt would be one of the sunrise sectors of the economy.

The company made a modest beginning, starting out with only a handful of products from its best-selling international range and the support of a few consultants. This portfolio has since then grown to over 85 products and a salesforce of 50,000 women. Encouraged by the success of the all women salesforce, direct selling has become one of the most viable career options for women today. This has done wonders for Tupperware.



MR. KANWAR S. BHUTANI
Managing Director

Most marketers would agree that the diversities of the Indian market warrant a truly Indianised approach. In a country where change is accepted gradually, Tupperware has moved with due deference to consumer trends but has also pioneered new ones in storing and serving. Its products are renowned for their high quality and dependability. The approach, however, was not easy. The idea of plastic as an effective cooking and storing medium was nearly alien to the Indian housewife. This was a major hurdle but the able Tupperware Salesforce has successfully overcome this challenge. Today, Tupperware's reputation has trickled into most households.

Says Mr. Kanwar S Bhutani M D Tupperware India, "The experience of working with an all-women Salesforce has been both a rewarding and enriching experience. It has made us sensitive and respectful of the aspirations of today's decision makers in the family, namely women. I believe the best of marketing campaigns and careers are made here in India." Relying on innate strengths of innovation and diligent adherence to people policies, Tupperware has broken ground in several areas. Its unique Party Plan method of selling is in refreshing contrast to the normal multi-level marketing by companies.



In its tenure of eight years in India, Tupperware India has emerged on top, as the fastest growing markets for Tupperware in Asia. With revenues having touched Rs.100 crore already, the company is gearing up to meet its target of Rs.206 crore by 2006. Indigenous products will be one of the key growth drivers in the future for Tupperware.

Mr Kanwar S Bhutani took over the reins of the company in 2000. Since then it has been his conscientious decision to make Tupperware products available across the length and breadth of the country. Focussing on customizing products to suit needs of Indian consumers,



Tupperware under Mr Bhutani's leadership has come to be associated with the key attributes of quality and value for money. By dint of these efforts Tupperware has a loyal and motivated Salesforce that is growing by the day. It is remarkable that within a span of just eight years Tupperware has made inroads into 48 cities across the country.

Energy

ABB



Think Global Act Local

- ***Product/Service:*** *Power and Automation Technologies*
- ***Total staff strength:*** *3200*
- ***International presence:*** *100 countries*
- ***Website:*** *www.abb.com*



MR. RAVI UPPAL
Chief Executive Officer

ABB (www.abb.com) is a global leader in power and automation technologies that enable utility and industry customers to improve performance while lowering environmental impact. The ABB Group of companies operates in around 100 countries and employs about 113,000 people. In India, ABB has a long standing heritage, spanning several decades, setting up extensive manufacturing and marketing operations, as part of its "Think Global Act Local" philosophy. The company is listed on the Indian stock exchanges with 48% equity holding in the hands of institutions and the public. Moreover, the company has brought to the country the latest in cutting edge technologies.

ABB in India currently employs around 3,200 people with a countrywide presence with 8 manufacturing units, 25 marketing offices, 4 service centres, a national network of around 400 channel partners and two global R&D centres.The company registered a turnover of over Rs.1500 crore (Dec 2003).

ABB's Power Technologies Division serves utilities as well as industrial

and commercial customers, with a broad range of products, services and solutions for power transmission and distribution. The portfolio includes transformers, switchgear, circuit breakers and capacitors as well as a complete range of high and medium voltage applications. ABB's solutions help carry electricity to consumers by delivering end-to-end solutions and playing a key role in electrification and energy projects, both new and retrofit. ABB has pioneered several technologies in India including the introduction of self-blast SF6 technology, High Voltage Direct Current (HVDC), Static Var Compensation (SVC), first 400 kV switchyard, first IPP, turnkey substation for the first barge mounted IPP, Flexible AC Transmission System (FACTS) and many more.

As part of ABB's global optimisation philosophy, ABB India's state-of-the-art manufacturing facilities in Vadodara and Nashik have been designated as global sourcing bases for a range of high and medium voltage circuit breakers as well as magnetic actuators. Several other products and components manufactured in India are increasingly being exported across the world. The company is also executing projects in international markets.

The Automation Technologies Division serves customers across the industry spectrum, be it process, manufacturing or consumer industries. ABB's competitive edge is its unparalleled domain expertise and cutting-edge technologies which include a comprehensive portfolio comprising Industrial^{IT} based measurement, control, instrumentation, process analytics, drives, motors, power electronics, robots, software, low voltage products, field maintenance and asset management services. The offering includes complete electricals, process control & automation and a broad range of software applications.

As part of its triple bottom line approach, ABB strives to balance economic, environmental and social objectives as an integral part of its business activities. These encompass the development of eco-efficient products and systems, adherence to environmental laws and regulations and contribution to social development, to name a few. All manufacturing units in India maintain their ISO 14001 certification and a wide range of environmental management projects are being implemented across the country, ranging from recycling and conservation of natural resources to greening initiatives. On the social responsibility front, the company plays an active part by living its commitment to sustainability.

India is one of ABB's key focus countries, and one of the company's fastest growing operations and continues to enjoy the whole-hearted support of the Group management. In addition to serving the Indian market with state-of-the-art power and automation technologies to help develop India's power transmission & distribution infrastructure and make industries more efficient, the company is increasingly leveraging India as an important R&D resource as well as a regional and global sourcing base. This includes developing regional markets, outsourcing of products and components as well as leveraging the skill base and domain expertise for projects and services.

SHELL

The Future Holds Bright Opportunities



- ***Product/Service:*** *Natural gas (LNG), LPG, Petrochemicals and solar energy*
- ***Year established:*** *1994*
- ***International presence:*** *Global presence*
- ***Website:*** *www.shell.com/india*

Shell is a name widely known in India. Its presence in India goes back to 1928, when 'Burmah Shell' was formed. Exiting in the wake of the nationalization programme of 1974, Shell returned to India in 1994, with a lubricant JV, Bharat Shell Limited.

Our aspiration upon our return to India was indeed to re-establish ourselves as a leading player in the oil & gas and renewable energy sector. In the last ten years Shell has set up its businesses in lubricants, LPG, solar, LNG (liquefied natural gas) and bitumen. Our LNG importation and regassification terminal at Hazira in Gujarat is the first private venture of its kind in India and the second LNG importation project to go on stream. This infrastructure project comes at a time when India is looking to significantly augment its energy supplies, in order to match the growing national demand. The USD 600 million Hazira Port and LNG terminal, is on target to deliver gas by the end of 2004.

Shell is the only multinational fuel retailing company that has received



MR. VIKRAM MEHTA
Country Chairman

a marketing licence which allows us to establish up to 2,000 fuel retail stations all over India. The first batch of Shell outlets in India is to be set up within the year 2004.

We are present in the solar photovoltaic home lighting market in rural parts of South India, where we have developed our own innovative marketing and business models. Our lubricants businesses have national reach and Shell Gas (LPG) remains competitive in a highly distorted market.



We are a USD 800 million business in India, making Shell one of the largest FDI investors in the country. Our social investment programmes are in the region of USD 1.5 million annually, delivering social and environmental benefits to communities all over the country.



The Government's policy of 'phased deregulation' restricts the pace of growth in the energy industry. The continuance of the subsidy regime in LPG and the de-facto regulation of fuel prices in the market despite stated government intent to do away with it are examples of the market distortions that need to be removed for the energy industry to grow.

Shell is rated as the world's third-largest integrated energy company, with operations across the globe. Our ten operating companies demonstrate our commitment to the energy sector in India and we continually evaluate all opportunities to develop our businesses further. There will always be twists and turns on the road, but we do believe that the future holds bright opportunities and that Shell is well-placed to make use of those opportunities.

Entertainment

BBC



Keeping Ahead of Global News Events

- ***Product/Service:*** *News gathering, Global Broadcasting*
- ***Year established:*** *1995*
- ***Total staff strength:*** *More than 35 in India*
- ***International presence:*** *Worldwide*
- ***Website:*** *www.bbcworld.com*

BBC World Service Television was launched in 1991 to serve Asia and the Middle East. We have a come a long way since then! The legacy of the "Beeb" runs over several decades now.

BBC World television was launched in India in 1995. Viewers turn to BBC World for its analysis and in-depth coverage. BBC World gives impartial, accurate, comprehensive assessments of events from an international perspective.

Whether it has been the 50th anniversary of India's independence, the country's recent general elections, the Hong Kong handover, the events of September 11th, or the Iraq war, viewers in India have watched the events unfold on BBC World. In the four-week period leading up to the general election results in May 2004, BBC World attracted more than 15 million viewers compared to 5 million by CNN.

Today BBC World is owned and operated by BBC World Ltd. The channel reaches 253 million households worldwide. In India,



MR. VINOD BAKSHI
Resident Director

BBC World is beamed through PanAm Sat 10.

BBC World's commitment to India as one of its most significant markets led us to introduce programs commissioned specially for our audiences in South Asia. It's now the only territory in which we produce region-specific series. Over the years, HARDtalk India, Question Time India, India Business Report, Mastermind India and University Challenge have grown to be flagship programs and have made their mark in the Indian television industry, earning Indian Telly Awards and the Asian Television Awards.

BBC World's operation in India has grown significantly and now comprises more than 35 staff located in New Delhi, Mumbai and Bangalore. The channel has a comprehensive website at bbcworld.com.

BBC World draws on the resources of BBC News, the world's largest newsgathering operation. It has 58 international news bureaux – including a hub in India – and a global network of 250 correspondents. The channel offers news, business and weather 24 hours a day plus the best of the BBC's award-winning current affairs, documentary and lifestyle programming.

In today's highly competitive broadcasting environment, BBC World faces a key challenge to continue to be the most authoritative news and information channel.

CNBC-TV18



Focused on a Niche...

- ***Product/Service:*** *Business and feature programming*
- ***Year established:*** *1999*
- ***Total staff strength:*** *350*
- ***International presence:*** *Joint venture only in India*
- ***Website:*** *www.tv18online.com*

CNBC-TV18 (www.tv18online.com) is India's premier business channel reaching over 20 million households. The channel began its operations in late 1999 as a 49:51 joint venture between TV18 and CNBC Asia (a GE and Dow Jones company). With the recent change in the regulations governing news channels, the JV had to be restructured. Presently, CNBC Asia has a 10% stake in the channel with the rest 90% being held by TV18. The channel has been co-branded as CNBC-TV18.

With the broadcasting industry in 1999 in its infancy, we started looking at the possibility of a 24-hour business channel that would cater to the interests of retail investors, market intermediaries, decision makers and the affluent.

The management and editorial teams we took on board were fairly experienced and it did help to bring the world's most respected business brand, with its global network, into the country. Now, the challenge was to make the brand relevant in the Indian context and more importantly, profitable.



MR. RAGHAV BAHL
Managing Director

The first two years saw us building local stock market and business content amid challenges. What made us wade through these challenges was an untiring focus on our niche and an aggressive sales and marketing push that took the brand across to viewers and educated the advertising market.

The channel's influence and credibility has seen a massive jump and the CNBC story in India is one of the most successful across the entire global network. The channel is known for its unique leadership in the 'investor belt' during the day, is the preferred channel for decision makers for business & feature programming in the evening and is the favourite destination for a number of affluent and influential communities for its weekend fare. The channel is also known for making business content accessible and relevant to more and more audiences.

More than 125 brands from across categories advertise on the channel every quarter and our strategy of going Hindi in the "investor belt" has paid off handsomely (our viewership figures here compare favourably with the leading Hindi news channels). So much so that, we are now working on a full-fledged Hindi language service that will tap the potential of the mass consumer and business market further.

PVR



Enhancing the Cinema-going Experience

- ***Product/Service:*** *Cinema, Exhibition and Multiplex Development*
- ***Year established:*** *1996*
- ***International presence:*** *Joint venture only in India*

PVR, a pioneer and a trailblazer in Multiplex development in India, is the largest cinema exhibition player in the country today and is the brainchild of Ajjay Bijli. An alumnus of Harvard Business School, Bijli successfully used the family-owned Priya Cinema in the Basant Lok complex in Delhi as the foundation-stone. He founded PVR seven years ago through a joint venture with the Village Roadshow of Australia, which resulted in PVR - Priya Village Roadshow.

Bijli enhanced the cinema-going experience with many firsts. He introduced many state-of-the-art innovations and customer-friendly conveniences.

As one traces back to his first venture, PVR Anupam-Saket in 1996, the risk involved was huge but it was a wise move to position it with an Australian joint venture that somewhat covered for it. With this success formula he then moved on to the unexplored areas like Naraina and Vikaspuri where he proved himself yet again by selling the principle of a quality cinema for its elite customers. Gradually, with



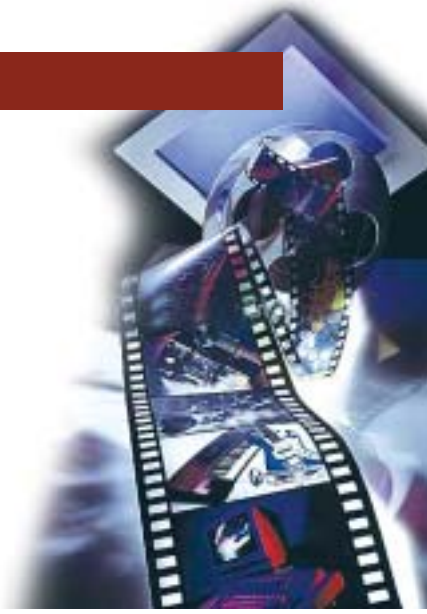
MR. AJJAY BIJLI
Chairman & Managing Director

entertainment becoming a family affair the entry into the malls with PVR Gurgaon and PVR Faridabad was the next obvious step that has reaped far fetching dividends. However, with the spending power of the families increasing manifold thanks to the open economy, Bijli took another risk with Europa at Gurgaon – the luxury concept of Cinema. His passion to retain the aesthetics of the colonial past led him to combine the look and feel of the Fifties with the state-of-the-art cinema viewing technology of today at PVR Plaza.

Not restricting itself to simply launching multiplexes, in March 2003, PVR Limited (operating as PVR Cinemas) successfully raised private equity from ICICI Venture to support its Rs.100 crore expansion plan. ICICI Venture invested Rs. 38 crore in PVR Limited. This is the most significant investment in the Indian film industry in recent times and bears testimony to the immense faith ICICI has reposed in the business model, promoters and management team of PVR.

In less than a decade, Bijli is poised to make path-breaking endeavours in Mumbai and Bangalore. Ajjay Bijli aptly sums up his experience in pioneering multiplexes in India, "It is not always important to enter the race and be a winner. Sometimes, you should take the less travelled road and leave a mark. That's what seems to have worked for PVR, since when I decided to enter this business seven years ago, multiplexes were unheard of. For me, it was both a challenge and an experiment." An experiment, which seems to have definitely paid Bijli back with rich dividends.

STAR TV



A Pioneer in Satellite Broadcasting

- ***Product/Service:*** *Satellite Broadcasting; Star Plus, Star Gold, Star Movies, Star News, Channel [V], Star World, ESPN, Star Sports, Vijay, National Geographic, A1 and The History Channel.*
- ***Year established:*** *1991*
- ***Total staff strength:*** *900*
- ***Website:*** *www.startv.com*

STAR, a pioneer in satellite broadcasting, has been delivering television services to India since 1991.

Despite the unfavourable business environment and the significant investments required to grow our business, we made a long-term commitment to the country and became the first international media company to make a foray in India.

Our over decade-long investment has recently grown into profitability. Today, India's television industry has become one of the fastest-growing in the world and we are the most watched TV network and among the most diversified media entities in the country.

Recognising the need to adapt to local tastes and culture, STAR India has been operated by and for the Indian people. The nearly 900 Indians that make up STAR India and the several thousand others in related businesses seek daily to make great local entertainment for people all over the country and create a strong, lasting bond with them.



MR. PETER MUKHERJEE
Chief Executive Officer

STAR India invests over Rs.1 crore every day to bring quality programming to viewers, and produces and commissions over 15,000 hours of original content every year in the country.

Week after week, an average of 50 million (5 crore) people watch at least one of our programmes. They have helped us to redefine Hindi television entertainment and have let us become a part of their daily lives.

Star Plus, our flagship Hindi entertainment channel, has been the No. 1 cable channel every week for four consecutive years.

Among the successful programmes on the channel was Kaun Banega Crorepati, which received a record of 20 million (2 crore) calls in the first ten months of the show. Kyunki Saas Bhi Kabhi Bahu Thi has also made international news as the most watched soap in the country.

Other highly popular channels on the STAR network include - Star Gold, Star Movies, Star News, Channel [V], Star World, ESPN, Star Sports, Vijay, National Geographic, A1 and The History Channel.

STAR has also taken the best of Hindi entertainment globally to reach the Indian diaspora. Star Plus and Star News are now also available in the Middle East, the UK, Australia and New Zealand and soon to be made available in Singapore.

STAR has also built alliances with an array of local entities to augment its business. Today, we are in minority partnerships with Hathway for cable development, MCCS for the broadcast of Star News, MBPL for the operations of Radio City and Tata group for the development of Direct To Home services in the country.

India has come a long way since we first entered the country. The cable and satellite industry alone is far more developed and grown from roughly 120,000 homes in 1991 to 4.5 crores (45 million) today.

Yet the opportunities for growth are still vast. There are still another 4 crore(40 million) homes with TV that do not receive cable, particularly in smaller towns and rural areas. Given the size of the market coupled with relatively low pay-TV penetration rates, India remains for us a country full of promise and prospects.

MILESTONES

December 1991

STAR starts to broadcast in India with 5 channels.

September 1994

STAR launches pay TV business in India with the launch of Star Movies, the first Indian pay movie channel.

July 1995

STAR becomes a wholly owned subsidiary of News Corporation.

September 1999

STAR parts way with Zee, paving the way for the launch of all-Hindi service in India.

July 2000

Star Plus turns into a Hindi channel and makes television history in India with Kaun Banega Crorepati (KBC) becoming the top performer among all cable and satellite channels during prime time. Star Plus has maintained its leadership in India since then.

September 2000

STAR invests in cable networks by acquiring a 26% stake in Hathway Cable and has over 7000 Cable affiliate relationships.

July 2001

STAR in association with Music Broadcast Private Limited launch Radio City, India's first private FM radio station in Bangalore. Radio City is now also available in Mumbai, Delhi and Lucknow.

August 2001

STAR makes a foray in Tamil TV entertainment by forming a joint venture with UTV to provide services and quality content to Vijay.

March 2003

Star News revamps and turns 100% Hindi. In September, STAR and ABP Pvt. Ltd. form a joint venture in Media Content and Communications Services to broadcast Star News.

January 2004

STAR and Tata Group establish a joint venture to launch direct-to-home services.

June 2004

STAR launches Star Utsav, a new Hindi general entertainment channel, taking the total number of Star channels available in India to 13.

Finance


451 289 225 147
258 145 159
987 201 568
451 289 225 147
investment

AVIVA



A Fresh, Modern Approach to Life Insurance

- **Product/Service:** Insurance
  - Whole life (LifeLong)
  - Endowment (LifeSaver, EasyLife Plus)
  - Child policy (Young Achiever)
  - Single premium (LifeBond)
  - Pension (PensionPlus)
  - Term (LifeShield)
  - 5 year recurring premium investment plan (LifeBond 5)
- **Year established**: July 2002
- **Total staff strength:** 2000 Financial Planning Advisers (FPAs) and 677 staff strength
- **International presence**: Operates in around 30 countries
- **Website**: www.avivaindia.com



MR. STUART PURDY
Managing Director

The Indian life insurance offers huge potential. Aviva is the UK's largest and the world's seventh-largest insurance group. Its main activities include long-term savings, fund management and general insurance. It is one of the leading providers of life and pensions products to Europe. Aviva operates in around 30 countries, has $430 billion assets under management, 30 million customers and 56,000 employees worldwide. Aviva set up its representative office in India in 1995, and after the industry was opened up, established a Joint Venture with Dabur and started its Indian operations in 2002.

We have been able to successfully pioneer some key initiatives in the Indian life insurance market. It required a huge commitment to replicate the agent force of LIC, and therefore we decided to create an alternate channel for distribution in the market through tie-ups with banks. Aviva pioneered the Bancassurance model in the country. Aviva now has tie-ups with four banks and the channel contributes almost 70% of our total

sales. The tie-ups are with ABN Amro Bank, American Express Bank, Canara Bank and The Lakshmi Vilas Bank. This association has given us access to over 3,000 bank branches across the country. Today, through our Bancassurance partnerships, we have been able to expand our reach to more than 100 locations across the country. We have specially developed products for our Bancassurance customers.

We offer the more modern Unit Linked and Unitised With Profit products to our customers. These are modern products that are transparent and flexible. Aviva has introduced a need based sales approach in the market by advising and guiding the customer on his varied financial needs through our Financial Health Check (FHC), a need-based analysis of the customer's long-term savings and insurance needs. Depending on the life stage and earnings, the Financial Health Check assesses and recommends the right insurance product for the customer.

With a highly trained sales force of over 2,000 Financial Planning Advisers (FPAs), Aviva has been able to establish its presence across 23 branch offices in 21 locations across the country.

For the rural areas, Aviva has adopted a differentiated approach, which includes introduction of customised, easy to understand products. We have also set-up four exclusive rural branches. We are keen to reach out to the underprivileged. Through our association with Basix (a micro financial institution) alone, we have been able to cover more than 50,000 lives. This tie-up has resulted in Aviva reaching artisans, self-employed women and other weaker sections of the society.

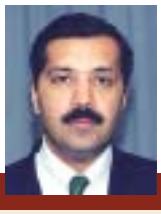
Aviva India has already surpassed three competitors in the market and is currently ranked nine amongst the private Life Insurance Companies. The opportunities to grow are immense, the market is expanding and picking up pace, the customer is getting more aware, competition is making its moves and the times ahead will certainly be challenging and interesting.

CITIBANK



In Step with the Changes

- ***Product/Service:*** *Retail Banking, Investment Banking, other key financial services*
- ***Year established****: 1902*
- ***Total staff strength:*** *8000*
- ***International presence****: Operates in around 25 countries*
- ***Website****: www.citibank.com/india*



MR. SANJAY NAYYAR
Managing Director

One hundred and two years is a long period in the life of an organization. And ever since Citigroup started its innings in India with a branch in Kolkata way back in 1902, the bond between the organization and the country has become stronger with every passing day.

Today, Citigroup, the result of a merger between Citicorp and Travelers, is a part of the economic landscape of India. There are 30 full service Citibank branches in India spread over 21 cities. Citigroup is also the largest and most diversified foreign financial service institution operating here. For Citigroup itself, India is one of the key priority countries for its growth.

What is also significant is that with every move forward by way of liberalization of the economy since 1991, Citigroup has been in step with the changes and has, through innovations and new endeavors, increased its presence and contributed to the economic growth of India. Citigroup is also proud to be one of the largest US investors in the country with

investments of over $600 million. Along the way, Citigroup has transformed itself from being predominantly a corporate banking entity to an integrated financial services conglomerate. In fact it has mobilized over $1 billion in NRI deposits alone.

Long before retail banking became the mantra of bankers in the country, Citi was among the first to focus sharply on this aspect of banking. In 1985, customer service and customer convenience, till then largely unknown concepts in the country, were ushered in by the bank when it launched its Consumer Banking initiative in that year. Focused consumer lending by way of auto finance, mortgages, loans against securities, automated teller machines (ATMs), state-of-the-art 24/7 telephone banking and electronic/internet banking followed in quick succession. Not only did these initiatives help Citi to become a key consumer banking player in India, it also changed in large measure the manner in which banking is conducted in the country. With as many as 3.5 million customers, Citigroup is an integral part of Indian banking.

On the corporate banking side, Citigroup revolutionized the way companies managed their cash flows all over the country. The first to introduce Cash Management services for companies in 1984, today the bank handles as much as 5 per cent of India's GDP through its cash management services and is the third largest clearing bank in India. We also run the largest foreign exchange dealing room in the country after SBI, the country's largest commercial bank. Citigroup has also been a pioneer in introducing sophisticated products like securitization and derivatives. The investment banking arm, established in 2000 already counts amongst the top five players in the country.

Keeping in view the changes in the banking landscape, in 1998 Citigroup decided to look beyond the traditional customer base of large top tier corporates. We identified the small and medium enterprises (SME) as emerging local corporates. Citigroup continues to lay great emphasis on the small and medium enterprises (SME) sector, which is generally seen as the lifeblood of the economy. In the automotive sector, for instance, Citigroup is the second largest truck financier in the country, with a market share of about 15 per cent.

Today, Citigroup's presence in India is articulated through Citibank NA and six group finance companies involved in truck, car and two wheeler finance, home appliances; brokerage companies that are active in domestic debt capital markets and equity capital markets and an investment bank. The two financial software companies, which are rated SEI level 5, are also large exporters, and the group is present in the fast-growing and critical business processing industry, employing 5000 people, that services Citigroup over 25 countries. Key to the continuing growth of Citigroup in India is the 8000 people which form the Citigroup family in the country.

Even as it moves ahead in financial services, Citigroup has always believed in being a good corporate

citizen at all times. To consolidate and give strategic direction to our corporate social responsibility, we took a conscious decision to look at community development with an objective of enhancing economic vitality. Our specific focus areas include support of microcredit for underpriviledged women for economic sustainability, spearheading women's empowerment through financial literacy and primary education for slum children. Today, we work with a clutch of key NGOs among them - SPARC, FWWB, WWF, Sasha, Shahasee, Akansha, Akshara and Pratham - making a difference to thousands of lives.

That, in essence, is the philosophy of the group. To combine business with responsibility and good corporate governance. To seamlessly marry international business practices with a distinct local flavour.

ICICI-LOMBARD



Creating New Markets

- ***Product/Service:*** *Insurance; personal, business, travel & health, project, liability, exports & rural solutions.*
  - Loan Care for insuring loan defaults
  - Weather Index Insurance covering weather risks
- ***Year established:*** *2001*
- ***Total staff strength:*** *Over 700*
- ***International presence:*** *Joint venture only in India*
- ***Website:*** *www.icicilombard.com*



MR. SANDEEP BAKSHI
Managing Director & CEO

Following the passing of Insurance Regulatory and Development Authority act in 1999, and issuance of licenses to private players in the year 2000 the insurance industry scenario was all set to change dramatically. The market looked promising with a net premium income of Rs. 9300 Crores and growing at 11.4%, The penetration of the insurance sector was also as low as 0.54% and thus offered a significant opportunity and space for multiple players. In the year of 2001 the ICICI Group forayed into the private General Insurance sector by forming a partnership with Fairfax Holdings of Canada.

The company entered a market, which already had four strongly entrenched Public Insurance players who had built long-standing relationships with their key customers. The opportunity for a new player lay in redefining customer expectations through enhanced service levels and through product innovation. These factors were also thought to be the key value drivers in the post liberalization market. The support

from the regulator in providing a level playing field and in creating an environment driven by competitive market forces was seen to be a catalyst in this endeavour. Creating new markets and categories with distinctive features, was another area of opportunity for growth.

The Indian market owing to its vastness and diversity posed unique and varied risks. There was a need to thoroughly understand these risks and to translate them for fuelling sustainable growth. A new entrant also faces the challenges of building awareness and credibility amongst its target customers. To address these challenges, ICICI Lombard adopted a segment-by-segment plan, initially focusing on the Corporate segment and building up a balanced and profitable portfolio across industries. A nationwide tie up with the world's second largest loss-adjusting firm ensured quick and standardized levels of service to all customers in case of claims. Dedicated relationship managers who were the single point of contact for both business development as well as claims servicing assured a single window access to the company. Reinsurance arrangements with reputed international reinsurers provided the contingency capital required to assume large risks. An employee mix of experienced insurance professionals and from a diverse range of industries from financial services to consumer goods led to an aggressive, innovative approach to market development tempered with practical knowledge of the category risks. A GIS enabled risk accumulation tool allows the company to monitor geographical risk on a real time basis.

Having achieved market leadership in the corporate segment amongst the private players, ICICI Lombard established the bancassurance model as a significant and viable generator of revenues, working closely with its partners and offering innovative retail risk products such as Loan Care (to cover loan defaults) and Weather Index Insurance (to cover weather risks).

Within 2 ½ years of entering the market the company is strongly positioned as the largest private general insurance company with a total gross written premium of Rs. 506.7 Crores up xyz% over the previous year. During the fiscal year 2003-04 the company has expanded its presence to 63 locations from 35 offices a year back.

Going forward, ICICI Lombard is building its key platforms of growth – multiple channels of distribution, strong risk management, product innovation, proactive customer service, and a robust technology infrastructure. The future strategy of the company is to achieve reach and penetration by targeting varied segments including large corporates, small & medium enterprises, government, retail, bancassurance, and internet sales. Technology will remain the key enabler for cost effective product distribution, increased operational efficiencies, as a risk mitigation tool, reduced customer response times, faster claims servicing and to ensure quality processes are standardized company-wide.

ICICI PRUDENTIAL



Insuring India

- ***Product/Service:***
Life Insurance, Pension
- ***Year established:*** *2000*
- ***International presence:***
Joint venture only in India



MS. SHIKHA SHARMA
Managing Director

Prudential first entered the Indian Insurance market in 1923. However, after the nationalization of the industry in 1956, Prudential re-established its presence in November 2000 with the launch of ICICI Prudential in partnership with ICICI.

Demographics and an upwardly mobile middle class also provided compelling reasons for future growth. "There is an emerging middle class and with a population of more than 1 billion, that means a lot of people whichever way you cut it," commented Dan Bardin, Prudential's Managing Director, Insurance - Asia.

Social and corporate changes also created another huge opportunity – pensions. The guaranteed pension system was collapsing, and Indian companies were moving away from defined benefit schemes. Extended family was being replaced by the nuclear family, and it became evident that Indian customers would increasingly need products to help them maintain their living standards in retirement. With

worldwide experience in pensions, ICICI Prudential became the leading private pensions provider.

One of the biggest challenges ICICI Prudential faced was making sure the company had the necessary scale and distribution capabilities. It meant putting in place the right processing software, trained back office staff and advisers, connectivity, a medical network etc. Essentially, to be a material player in this business, meant having all the elements right - brand, product, distribution, processes, and of course, management.

ICICI Prudential pursued an innovative human resources strategy. The company recruited from a mix of sectors, and interestingly, barely 5% of its staff had prior experience in the life insurance industry. This meant that ICICI Prudential could look at the industry with a completely fresh approach.

The company's strategy to be a significant player in the Indian life insurance industry has been highly successful. Since its re-establishment, ICICI Prudential has become the number one private life insurer. In less than four years, the company has expanded its reach to 62 locations, and strengthened its distribution through 11 bank partners, over 120 corporate agent and broker tie-ups and over 36,000 advisers.

Protecting more than 900,000 people, with a sum assured in excess of Rs.20,000 crore and total premium income exceeding Rs.1800 crore, the company closed the year ended March 2004 with its second consecutive award for Life Insurer of the Year from Outlook Money magazine, and with 36% of the private retail life insurance market.

MAX NEW YORK LIFE



Changing the Life Insurance Paradigm

- ***Product/Service:*** *Life Insurance: Offering 13 product and 9 riders with 400 possible product combinations*
- ***Year established:*** *2000*
- ***Total staff strength:*** *More than 1,100 employees and over 5,500 Agent Advisors*
- ***International presence:*** *Joint venture in India*
- ***Website:*** *www.maxnewyorklife.com.*



MR. ANUROOP 'TONY' SINGH
Managing Director & CEO

Max New York Life, a joint venture between Max India and New York Life, is based on shared values, ethics and the true spirit of partnership. While Max India brings local market knowledge and financial strength, New York Life, a Fortune 100 company, brings over 159 years of experience in life insurance, Founded in 2000, Max New York Life started its operations in April 2001.

The biggest challenge before us was to realign the industry towards protection-based life insurance products. India is a grossly under-insured market. People in India have historically bought life insurance for investment and tax-saving purposes. Risk cover remained a tertiary concern. The result is that people have investment and money-back plans but little or no life insurance.

We did that by pioneering the launch of Whole Life policies in India, which offer customers the right balance between protection and investment. The other big gap that needed to be filled was that Indian customers have not had the

benefit from good product advice. We decided to invest significantly in building a proprietary sales force that had the skill sets to sell life insurance professionally and ethically.

Our belief has always been that life insurance is best served by quality Agent Advisors and the key ingredient that goes into building a first rate sales force is training. An elaborate and consistent training programme that equips Agent Advisors with specialized selling skills is what is required and that has been our main focus. Our effort was to change the paradigm of life insurance salespersons as they had to go beyond being agents and become financial advisors to their customers.

Both our bets have paid off. We have in over three years of business sold over 320,000 policies with more than Rs. 12,000 crore in sum assured. At Rs 366 crore we are among the highest capitalized life insurance companies in India. As much as 96 per cent of our business comprises Whole Life policies and long-term endowments.

Our more than 6,200 Agent Advisors are widely acknowledged as the best in the Indian life insurance space. They have the highest productivity and persistency in the industry. We have also led the Million Dollar Round Table (MDRT) since our inception.

Max New York Life has a conservative investment strategy aimed solely at protecting the policyholder's interest. There are two investment streams. One stream is where the company takes the risk. The funds from this stream are invested in debt instruments that offer stability and financial security. The second stream is where the customer takes an informed risk and where funds are invested in diverse market instruments of the customer's choosing.



Life insurance offers a great opportunity in India. The limited success private life insurers have met with so far is likely to magnify in the years to come. We are confident that we will be up there in the top quartile of private life insurance companies at all times. Our vision is to become India's most admired life insurance company. Not the biggest. The most admired.

STANDARD CHARTERED BANK

Leading the Way in Asia, Africa and the Middle East



- ***Product / Service:*** *Banking (Consumer Banking, Corporate and Institutional Banking & Global Markets)*
- ***Year Established:*** *1858*
- ***Total staff Strength:*** *5000*
- ***International Presence:*** *Standard Chartered has a presence in over 500 locations serving 56 countries and territories across the Asia Pacific, South Asia, the Middle East, Africa, the United Kingdom and the Americas.*
- ***Website:*** *www.standardchartered.com*



MR. CHRISTOPHER M. LOW
Chief Executive Officer
(India Region)

It is indeed strange that a bank, which started its worldwide operations with its first branch in Calcutta in 1858, should be writing a success story on Foreign Investment after almost 150 years. But the circumstances of the Standard Chartered Bank's (SCB) acquisition of Grindlays from the ANZ Banking Group (ANZ) merits such a story.

Both SCB and ANZ were severely affected by the 1992 Mumbai Stock Market scam. It took over six years of careful and conservative management to nurse back to health the balance sheet and the reputations of both the banks. In 1999, both banks were firmly back on the Indian Financial Services map. Coincidentally, the management of both banks viewed the India opportunity slightly differently. Whilst ANZ wanted to exit its franchise in the Middle East and South Asia including India, SCB was keen to build on its existing position in these markets. Pursuing this strategy, ANZ agreed to sell the Grindlays business to SCB for $1.34 billion (Rs. 6000 crore).

Considering that 40 per cent of the Grindlays franchise was in its Indian operations, this investment could be seen as an investment in excess of half a billion dollars in India (Rs.2,200 crore).

The period from 27 April 2000, when the sale was announced, to 31 August 2002, when both the entities, Standard Chartered and Grindlays were legally merged into a single entity – the operations in India went through a series of successful integration milestones. Significant amongst those were merging the two management teams, rationalising the non-management staff, rationalising the branch footprint, retaining the strong and powerful customer base and at the same time growing the business. Today, SCB is the largest international bank in the country and has emerged as one of the most profitable banks in the country.

Encouraged by the early success of the integration, the Board of Standard Chartered decided to locate its largest BPO facility in Chennai. The work on this project started in 2001. Currently, this facility caters to the back-office requirements of over 35 countries where Standard Chartered has its operations and employs over 3,300 staff which is growing every month.

Standard Chartered's India operation is the third largest contributor to Standard Chartered Plc's 2003 results and contributes 12 per cent towards the Group's profits. India is clearly the key growth market for the Group in the near term and the Group is committed to make further investments to retain the bank's pre-eminent position.

ICT



AGILENT



Moving Forward

- ***Product/Service:*** *Test & Measurement, Semiconductor Products, Life Sciences/ Chemical, Communications Solutions, Automated Test Equipment and Technical Support, IT enabled Services*
- ***Year established:*** *November 1, 1999 (Established in India in 1989 as Hewlett Packard)*
- ***Total staff strength:*** *1000*
- ***International presence:*** *28,000 employees serving customers in more than 110 countries*
- ***Website:*** *www.agilent.co.in*



MR. KEWAL KHANNA
Managing Director

Agilent Technologies first entered India as part of HP in 1989. At that time, imports of test and measurement instruments were banned. With the objective of expanding test and measurement sales, Agilent entered Indian market by setting up a factory in Bangalore, manufacturing T&M instruments like oscilloscopes, logic analyzers, power meters and frequency counters. The long-term aim was really to capture the Indian market.

In the late 80's, it was not an easy task to set up business in India as the Indian economy was not liberalized. However, the Department of Electronics was very supportive in helping Agilent to get the necessary approvals to establish its factory rather quickly. However, Agilent later stopped manufacturing in India in the early 1990's as import restrictions were lifted and it became more cost-effective to export to India.

Test and measurement is not considered as a mainstream business in India and therefore the bigger challenge for Agilent has

been to demystify test & measurement. Investment in test & measurement is not given precedence by Indian companies and therefore the two key challenges for Agilent have been demand related : firstly, the undulating market with peaks and troughs in business demand, and secondly, a lack of steady demand from the Department of Telecommunications, etc.



However, Agilent has continued to grow its marketing, sales and support presence over the past decade. Agilent has worked hard towards building up its presence in India with satisfactory results. Today, Agilent has established itself as a major player with one of the largest market shares in test and measurement equipment in India. In 2001, Agilent also set up an IT-enabled services operation in Gurgaon to leverage India's developed infrastructure and highly skilled labour force. Business activities at this entity include providing R&D for OSS/BSS solutions, engineering support, IT support and financial services to Agilent entities worldwide. Our first integrated chip design centre in India provides ASIC (Application Specific Integrated Circuit) and system design services to Agilent's customers. Currently, Agilent has about 1000 people in India and plans to increase the headcount to 2,500 by 2006. Agilent was also named as one of the Best Employers in India in 2001-2002 in recognition of our innovative HR practices and focus on professional growth and personal development of our employees.



Our main objective is to grow sales in India across our key markets including communications, electronics, life sciences and chemical analysis. We have plans to capture a larger share of growing telecom and pharma markets. India is a strategic part of Agilent's presence in the Asia-Pacific region. Agilent is expecting an increase in high-skill work like research and development being sourced from India. More R&D work is expected to be in the areas of wireless solutions systems, OSS and billing software for telecom service providers, device drivers for electronic products and ASIC and system design services.

CISCO



Worldwide Leader in Networking

- ***Product/Service:*** *Networking products for the Internet*
- ***Year established:*** *1996*
- ***Website (India) :*** *http://www.cisco.com/global/IN*

Cisco Systems, Inc. is the worldwide leader in networking for the Internet. Networks are an essential part of business, education, government and home communications, and Cisco Internet Protocol-based (IP) networking solutions are the foundation of these networks. Cisco hardware, software, and service offerings are used to create Internet solutions that allow individuals, companies, and countries to increase productivity, improve customer satisfaction and strengthen competitive advantage.

The name Cisco has become synonymous with the Internet, as well as with the productivity improvements that Internet business solutions provide. At Cisco, our vision is to change the way people work, live, play and learn.

Cisco started operations in India in 1996 and today has eight Cisco Sales Offices in the region. The Cisco India mandate office comes under the APAC Theater and its revenue estimates in 2003-04 are Rs.1,630 crore. (Source: Voice & Data, 2004)



MR. RANGNATH SALGAME
Managing Director, Operation

Cisco has pioneered IP technology and product innovation and today has industry-leading products in the core infrastructure networking technologies of routing and switching, as well as advanced technologies of IP telephony, network security, wireless LAN, storage networking Optical, and home networking.

Cisco in India has a Global Development Centre in Bangalore and Joint Development Centres with Wipro Technologies, Infosys Technologies, HCL Technologies and Zensar Technologies across various cities. Cisco also has 139 CNAP (Cisco Networking Academy Programme) Academies across 20 states of India with over 30,000 Cisco Certified professionals.

The Cisco Go-to-Market strategy is through Channel Partners. In India, Cisco has nine system integrators, 1500 resellers in over 100 cities and three national distributors.

Customer support is the corner-stone for Cisco's strategy and it is the only vendor to have an extensive support system for its customers with five logistic Centres in the country. Besides this, Cisco also offers a support Programme called ARNBD (advance replacement next business day) for its resellers.

Some of Cisco's key customers across India across various categories are:

BFSI: *SBI, LIC, PNB, Bank of India, IDBI Bank, ICICI, IDRBT, Vysya Bank.*

Government: *State Governments in Gujarat, West Bengal and Andhra Pradesh, The Lok Sabha (Parliament) Library, Supreme Court, National Highway Authority, CDAC.*

ITS *- Infosys, Wipro, Digital GlobalSoft, IBM, Adobe, Intel, TCS.*

IPCC (IP Call Centre) *- vCustomer, Phoenix, Nirvana, Manjushree, Transworks*

Corporates – *Ford India, Dr. Reddy's Laboratries, Le Royal Meridien, Taj Hotels, Hindustan Lever, Mahindra.*

Service Providers - *Tata, Reliance, Bharti, VSNL, MTNL, SIFY*

COGNIZANT



A Unique Customer Experience

- ***Products/Services***: *IT Services*
- ***Year established***: *1994*
- ***Total staff strength***: *more than 8400*
- ***International Presence***: *14 offices in India, 1 each in The Netherlands and the US*
- ***Website***: *www.cognizant.com*



MR. LAKSHMI NARAYANAN
Chief Executive Officer

Looking to leverage high value IT services from low cost locations, the Dun and Bradstreet Corporation (D&B) set up its IT organization in Chennai in 1994, which today is Cognizant Technology Solutions. Although D&B's original thought was to leverage this Centre only for the D&B group of companies, the astounding success made Cognizant to look at third-party customers and subsequently get listed on Nasdaq (CTSH) in 1998.

When D&B wanted to set up a development Centre in low cost locations, it evaluated Russia, India and China and finally homed in on India for the reliable and scalable ecosystem that it enjoyed. The ecosystem included the culture of educating people and resultant quality educational infrastructure—both technical and business management, a large pool of English speaking professionals with high work ethics and performance ethics, stability of government, availability of consulates, reasonably good infrastructure, thriving core industries such as manufacturing and financial

services, and a good SME culture.

Cognizant received tremendous support in setting up its business in India from all quarters, including government. Because IT was seen as the sunrise industry, the support from the government especially in the form of tax holidays and the continuous evangelization of the need to support this industry by the apex body Nasscom helped Cognizant establish itself on a very firm footing.

What was started as a small in-house IT organization in Chennai, Cognizant, today, has expanded its development centres to Kolkata, Pune, Bangalore and Hyderabad. From a 50 people organization in 1994, Cognizant today is over 12,000 globally, of which more than 70 per cent are in India across these five development locations.

To consolidate and leverage on this growth, Cognizant has invested over Rs.200 core in India in its construction programme in just the last two years and has committed to an additional investment of Rs.185 crore this year and next. It has built state-of-the-art techno-complexes in Chennai, Kolkata and Pune over approximately 650,000 sq. ft. of built-up area and it plans to double this by the end of 2005 at these locations and Bangalore.

The India strategy has helped Cognizant emerge among the best known names in the global IT services industry. Recently, Gartner and Forrester identified Cognizant to be among the Top Tier offshore vendors and BusinessWeek ranked Cognizant among the Top 5 IT services companies globally in their ranking of Infotech 100. With a projected revenue of $565 million, growing at a 50 plus per cent clip, Cognizant is marching rapidly towards the $1 billion mark. And when it gets there would be the youngest and the fastest offshore IT services company leveraging India.

eFUNDS



A Vision of Excellence, Innovation and Dedication

- ***Products/Services***: *Global Outsourcing*
- ***Year established***: *1999*
- ***Total staff strength***: *3963*
- ***International Presence***: *Watford in UK, Sydney and Melbourne in Australia, USA*
- ***Website***: *www.efunds.com*

"We are, at our core, a technology company. So when we assume responsibility for a process, it isn't simply a migration of an in-source to an outsource process. We are also providing a capability of what we call 'process transformation,' taking advantage of what we do on the technology side as well. We are the high end of the value chain in that respect".

*- **Paul Walsh, Global CEO, eFunds Corporation***

With a vision of excellence, innovation and dedication in providing global technology-based solutions to our customers, we at eFunds focus on the unique business and technical needs of companies in the Financial Services, Telecom & Retail sectors. We entered the Indian market to tap the immense technology talent pool available in India for servicing and upgrading our products globally. We were also one of the first MNCs to realize the potential of the Global Delivery Model and entered the BPO space in India as early as 1999-2000.



ATUL KANWAR
Managing Director

eFunds outsourcing solutions is focused on highly specialized, specific verticals – financial services institutions, retailers and telecom – all of which have high volume of transactions, and we realized our outsourcing capabilities as standing-by-side with electronic payments, risk management and ATM capabilities. A combination of these capabilities gives us our differentiator in the global marketplace.

With a process-driven business model, we offer our people a wide spectrum of career opportunities within eFunds – opportunity for internal movements – both vertical and horizontal, are open to all associates. Allowing people to migrate to more complex back-office financial processing and enhance their skill-sets gives them flexibility in terms of how they manage careers. This flexibility along with many other innovative HR initiatives we designed, has helped us successfully contribute towards the overall development of our associates.

eFunds has grown to become one of the leading third party service providers in the BPO space in India (ranked as the third largest third party India centric BPO service provider in the DQ-IDC Top 20 survey). Current operations of eFunds International extend to five continents - Asia, Europe, Australia and the Americas.

Going forward, we are very bullish about the Indian market, and plan to strengthen our BPO operations by concentrating on growing our client base and also focusing on business process transformation and introducing our other lines of business in India.

Headquartered in Scottsdale, Arizona, eFunds Corporation (NYSE: EFD) is an industry leader with nearly 30 years of experience and expertise in electronic payments. eFunds provides electronic funds transfer processing and software, ATM solutions, risk management, and global outsourcing services to financial institutions, electronic funds transfer networks, government agencies and retailers around the world.

Committed to providing excellent customer service and award-winning products, eFunds enables its clients to reduce transaction and infrastructure costs, detect potential fraud and enhance relationships with their customers. eFunds is a pioneer in EFT software with its CONNEX software and processing solutions, is the largest non-bank deployer of ATMs in North America, and is the provider of the world's largest debit database. www.efunds.com.

LUCENT



Transforming the Way the World Communicates

- ***Product/Service:*** *Communications networking equipment*
- ***Year established:*** *1997*
- ***Total staff strength:*** *300*
- ***Website:*** *www.lucent.com*

Lucent Technologies (NYSE: LU) is a leading global supplier of communications networking equipment which designs and delivers the systems, software, solutions and services for next-generation communications networks for service providers and enterprises.

Headquartered in Murray Hill, New Jersey, USA, Lucent focuses on applications and solutions for high-growth areas.

Lucent's world-renowned research and development arm, ***Bell Labs,*** *is a communications software powerhouse. Bell Labs has produced 11 Nobel laureates. With a global presence, Bell Labs scientists and researchers receive more than two patents every business day.*



MR. VINCENT J. MAJJOLA
Chief Executive Officer

LUCENT TECHNOLOGIES IN INDIA

Lucent Technologies is currently working with India's leading wireline and wireless communication service providers. Its business units, which help communications service providers

leverage and evolve today's networks, include:

- ***Integrated Network Solutions*** *– Lucent's INS team offers the industry's most complete and competitive wireline product and services portfolio providing end-to-end, interoperable solutions. The Lucent INS team combines the strengths of switching, data networking, optical equipment and software.*

- ***Mobility Solutions*** *– Lucent's Mobility Solutions Group is dedicated to meeting needs of the world's largest and most innovative mobile service providers, including incumbent wireless carriers and emerging third-generation (3G) mobile operators. Some of the services provided by the Mobility Solutions Group include: CDMA2000, High-Speed Data Solutions, Universal Mobile Telecommunications System (UMTS), and MiLife™ Solutions*

Lucent Worldwide Services (LWS) *- LWS has a strong presence in India working closely with the Integrated Network Solutions team to support wireline service providers and the Mobility Solutions team to support wireless service providers. With approximately 200 resources, the LWS Organization in India not only supports the Integrated Network Solutions and Mobility Solutions teams, but also manages independent "services only" projects, ranging from pre-installation services through managing and maintaining customer networks.*

BELL LABS IN INDIA

India is a major hub for research & development activities for Lucent. With over 600 software engineers, Bell Labs in India is engaged in research for emerging technologies and plays a significant role in the development of products, which are distributed globally. Some of the technology areas where the R&D facility plays a key role are broadband and mobile Internet including 3G, CDMA, HDR, UMTS, Softswitch, and technological advancements in end-to-end systems. Located in Bangalore and Hyderabad, the Indian R&D activities are a key support to Lucent's customers worldwide.

MOSER BAER



Leveraging the Advantages

- ***Product/Service:*** *Storage media products*
- ***Year established:*** *1983*
- ***Total staff strength:*** *4000+*
- ***International presence:*** *Europe and US*
- ***Website:*** *www.moserbaer.com*

Established in 1983, Moser Baer India has evolved into a truly global quality-led, technology driven and customer focused company. The company has aggressively and systematically grown in a highly competitive and technology intensive business and is today the third largest producer of optical storage media products in the world. In the last three years, the company has shown revenue figures of Rs. 681 crore, Rs. 1,086 crore and Rs.1, 586 crore.

Moser Baer has successfully leveraged the advantages offered by India, viz. low cost quality manpower, low cost of components, etc. Its six state-of-the-art manufacturing facilities use processes and technologies developed in house, to manufacture quality storage media for discerning global customers. In India, Moser Baer has offices in Mumbai, New Delhi and Kolkata. In the international market, the company has its presence in Europe and the US.

The company manufactures Recordable Compact Discs (CD-Rs),



MR. DEEPAK PURI
Managing Director

Rewritable Compact Discs (CD-RWs), Pre-recorded CD/DVD, Recordable Digital Versatile Disks (DVD-R) and Rewritable Digital Versatile Disks (DVD-RWs) in the optical storage media segment. In the Magnetic Data Storage category, Moser Baer Manufactures Compact Cassettes, Micro Floppy Disks (MFD) and Digital Audio Tapes (DAT).

At the time of set-up, the company faced the key challenges to raise capital, expertise and put in place the technology. Another challenge faced by the company was to establish global quality standards and norms, and to meet and maintain them. The company had



the responsibility of recruiting the right people and scale up operations, as well as to get customers.

Today, Moser Baer has a 16% share of the global recordable optical media market, making it the largest player in India. Over 80% of Moser Baers production is exported to 82 countries, and the company has strong tie-ups with all major technology brands worldwide.

Moving forward, Moser Baer is focusing on the DVD market as this segment of the global industry is expected to grow sharply over the next five years. Trends show that in 2002, the global DVD market accounted for only 50 million units. In 2003, that number grew to 600-700 million and is expected to cross 2 billion units in 2004. The global DVDR market is expected to touch 7 billion units a year by 2007.

The company is uniquely positioned to capture this exciting growth opportunity with its world-class infrastructure, excellent process and R&D capabilities, qualified personnel and a team of over 4,000 efficient employees.

The company has amongst the best processes technology in the business and works closely with large global technology companies on various R&D projects to ensure continued growth along the technology curve for the company in future.

ORACLE

The World's Largest Enterprise Software Company



- ***Products:***
  Oracle Database 10g
  Oracle Application Server 10g
  Oracle Collaboration Suite
  Oracle E-Business Suite
- ***Year of Establishment:*** *1993*
- ***Employee Strength:*** *5000+*
- ***International Presence:***
  HQ in California
  Present in 60+ countries
- ***Website:***
  www.oracle.com/in



MR. SHEKHAR DASGUPTA
Managing Director

Oracle Corporation, was one of the first multinational software companies to set up operations in India. Beginning with a distributorship through Tata Consultancy Services in 1987, the company established a liaison office in 1991, and in 1993 formed Oracle India Private Ltd., a wholly-owned subsidiary of Oracle Corporation, focused on the sales and marketing of Oracle software in India. In recognition of the significant pool of highly educated software development engineers based in India, Oracle opened its India Development Centre (IDC) in Bangalore in 1994 and later in Hyderabad in 1998. Today, Oracle's two India Development Centres work closely with Oracle's global software development team, headquartered at Redwood Shores, California, on the entire Oracle product family. India is also a hub for several of Oracle's global support, consulting, financial and shared services operations.

Working hand-in-hand with their counterparts on the other side of the globe, in the US, the India

development teams work on joint projects round-the-clock, taking advantage of the 12 and a half hour time difference between India and the US to pass development, support and consulting projects between teams overnight. When developers in the US retire for the night, their development colleagues in India take over.

RAPID INVESTMENT AND GROWTH

The IDC in Bangalore became an extension of three headquarters development organizations – Tools Division, Server Technologies Division and Platform Technologies Division. The Hyderabad Centre was dedicated to a newer area of development of growing strategic importance to the company – commonly known as e-business applications. The team also caters to the needs of specific industries such as healthcare, higher education and public sector financials applications. Together, the Bangalore and Hyderabad applications development teams form the largest group of developers outside the company's global headquarters.

E-GOVERNANCE CENTRE OF EXCELLENCE

To provide a complete technology and information architecture for E-Governance, Oracle India has teamed up with Hewlett-Packard India to set up an E-Governance Centre of Excellence at Oracle's head office at Gurgaon. The centre supports the E-Governance initiatives of central, state and local government bodies in India. The centre also provides a platform for the development of model E-Governance applications and showcases successful E-Governance applications currently used by various Indian and global government bodies, as well as E-Governance applications by Oracle, HP and their partners.

ORACLE CONTINUES TO GROW IN INDIA

Today, India is Oracle's fifth-largest market in Asia in terms of revenue, up from tenth a few years ago. With offices in Bangalore, Kolkata, Chennai, Hyderabad, Mumbai and Gurgaon, Oracle India operates in all 28 states and works with leading companies in the telecommunications, banking, insurance, manufacturing and utilities industries, in both the government and private sectors. Oracle database is available in 13 different Indian languages. With the second largest developer community in the world, after the US, Oracle has 2,20,000 registered members of Oracle Technology Network in India. Oracle currently has 6,000 technology and close to 200 applications customers in India. Oracle is also committed to the Indian market through its extensive network of more than 150 channel and alliance partners, including Oracle PartnerNetwork members —IFlex Solutions Ltd., Infosys, Satyam, Sonata, Tata Consultancy Services and Wipro.

India holds great promise as a domestic market for Oracle software solutions.

Logistics

KUEHNE + NAGEL

The Road so Far



- ***Product/Service:*** *Freight Forwarding and Logistics.*
- ***Year established:*** *1997*
- ***Total staff strength:*** *225*
- ***International presence:*** *98 countries, 600 offices*
- ***Website:*** *www.kuehne-nagel.com*

Kuehne + Nagel is a world leader in the field of Freight Forwarding and Logistics. With its presence in 98 countries and with over 600 offices, it is regarded among the most successful and profitable companies in its field, internationally.

Kuehne + Nagel first entered India in the 1960s through a local company. It struggled to make a mark in India till it became the first Freight Forwarder in India to be permitted a 50% equity in a Joint Venture . This JV under the name of ABC Nakufrieght Pvt Ltd was established in 1987.

ABC Nakufreight , although a joint venture was set up in the image of a typical Kuehene + Nagel company and care was taken to ensure that

- *it was headed by an expatriate*
- *a team of key managers was carefully assembled from the locally available talent*
- *serious attempts were also made to incorporate the very impressive global Kuehne + Nagel systems; and*



MR. JAN LYNGDAM
Managing Director

• substantial resources of manpower and money were invested.

However, the Joint Venture did not succeed. After 8 years of continual striving, the Joint Venture did not turn the corner.

The logical but cruel option for Kuehne + Nagel in 1997 was to close its Indian operations and withdraw. Around the time when the Kuehne + Nagel Management were grappling with its limited options, two momentous events occurred.

• Firstly, Kuehne + Nagel became the first international Freight Forwarder to be allowed setting up of its 100% subsidiary, and

• Kuehne + Nagel became the first international Freight Forwarder to be permitted by the RBI to set a "clearing house concept" for foreign exchange payments and receipts.

This gave the Kuehne + Nagel Management hope and reasons to stay on.

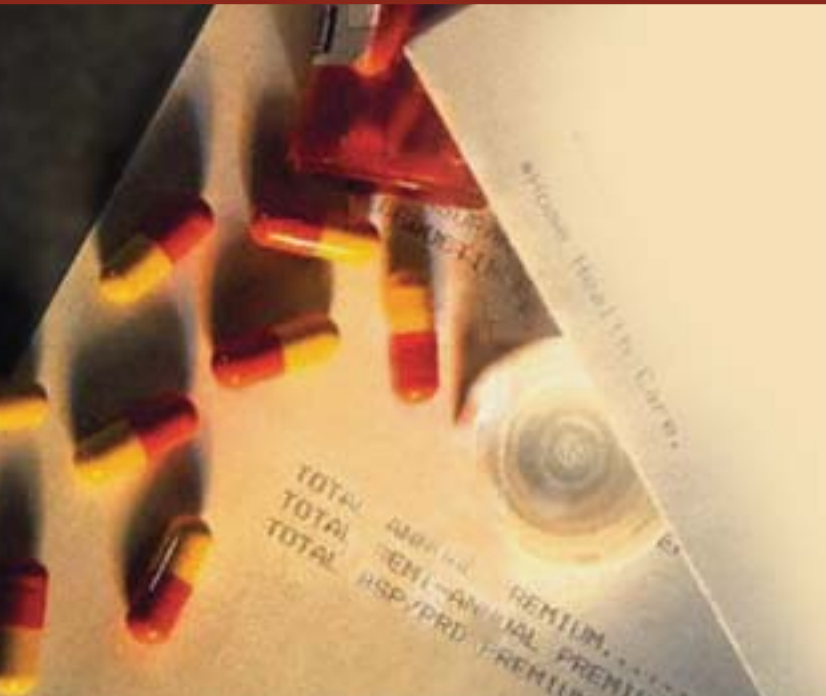
One of the lessons learnt from the past was that a core team of outstanding calibre was the prerequisite to a strong organisation. A new start-up Management Team was set up comprising four expat specialists and an Indian manager who provided the "cultural bridging". Great emphasis was given on team-building at different levels, hiring of high quality personnel, constant training and retraining of its staff and creating a work atmosphere which reflected the true spirit of Kuehne + Nagel.

Painstakingly, layer by layer, the company was rebuilt. Good performance, integrity and loyalty was recognised and rewarded. Poor performers and under-achievers left. The Management Team worked closely with the Branches urging them not to compromise with quality, to improve productivity and to be profit-driven. By the third year the company had broken even. Since then, the company has grown substantially with many key positions being filled from within by employees who have performed and grown.

Today, Kuehne + Nagel India is well established and respected in its field. With nine branches and 225 employees, it continues to grow at a rapid pace. With its improving performance, quality of its employees and its profitability, Kuehne + Nagel in India performs to high standards in its field and is a proud reflection of its very illustrious parent company.



Pharma



GLAXOSMITHKLINE



The Undisputed Leader in the Indian Pharmaceutical Industry

- ***Product/Service:*** *Over-the-counter (OTC) medicines, oral care products and nutritional healthcare drinks*
- ***Year established:*** *2000*
- ***Website:***
www.gsk-india.com



MR. S. KALYANA SUNDRAM
Managing Director

GlaxoSmithKline Pharmaceuticals Limited (GSK India) is the undisputed leader in the Indian pharmaceutical industry for over quarter of a century. GSK India offers a wide range of ethical formulations to Indian patients and is the leader in the therapeutic areas of respiratory, dermatology and vaccines, besides having a significant presence in the areas of gastroenterology, dietary supplements, gynaecology, neurology, cardiovascular and intensive care segments. GSK India is also the undisputed leader in the animal health and fine chemicals businesses.

The company has a 2,000 strong field force that is rated as the most productive in the Indian pharmaceutical industry. GSK India formulations generate maximum number of prescriptions from medical professionals. It is estimated that every third prescription includes a GSK brand. The Company owes this success to its long presence in the country, understanding and meeting unmet medical needs, a solid commitment

to its people, unstinted support of the parent organisation, freedom of operations and leadership provided by highly qualified Indian talent.

Glaxo India Limited was incorporated in 1924 as H J Foster and Company and became a wholly owned subsidiary of Joseph Nathan and Company in 1926. The company became a public enterprise on July 1, 1968. The company's core business was pharmaceuticals. However, activities in the past included processed food products until 1994.

SmithKline Beecham, on the other hand, established trade links with India as early as in 1919. It became a public limited company in 1984 under the new name of Eskayef Limited.

Both, Glaxo and SmithKline Beecham have always had a long-term vision for India. During the 1960s and 70s, when restrictions were put on equity holding of foreign companies, both companies diluted their holdings in compliance with Indian laws.

Both the companies set up their manufacturing bases in India to produce high quality formulations at affordable prices.

A milestone in the form of the global merger of the two companies in December 2000 created a new entity - GSK India. GSK India has emerged as an efficient, lean and profitable enterprise during the last three years.

GlaxoSmithKline plc spends over $4 billion (about Rs.20,000 crore) annually on its R&D. TheCompany has the best R&D pipeline with over 60 new chemical entities in various stages of development for a wide range of ailments. GSK India is confident of introducing these new products in India for the benefit of Indian patients so as to bring its corporate mission of ***"Do more, feel better, live longer"*** *into reality.*

NICHOLAS PIRAMAL

"The *Agnya* Chakra"

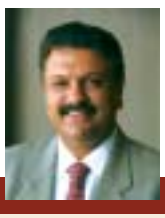


- ***Product/Service:*** *Formulations, Pharmaceuticals*
- ***Year established:*** *1988*

Nicholas Piramal India Ltd. (NPIL) is the flagship company of Piramal Enterprises Limited, a US$ 600 million industrial group with significant interests in pharmaceuticals, glass, textiles, retail and real estate

NPIL is the second-largest pharmaceutical company, and fourth largest formulations company in India with revenues of over US$ 350 million in FY04. Since its entry into the sector in 1988, NPIL has leap-frogged competition through a series of strategic acquisitions. During these 16 years, its revenues have grown at 32% p.a. CAGR and profits at 40% p.a. CAGR. NPIL operates strategic joint ventures with Allergan and Boots, and has alliances with Roche, Biogen, Cheisi, Ivax and Gilead Sciences.

NPIL targets to achieve market-share leadership in the domestic formulations market by FY07, through a series of innovative measures centered on brand building, expanding doctor reach, strengthening doctor relationships and "owning" specialty segments



MR. AJAY PIRAMAL
Chairman

(such as Cardio-vascular, Psychiatry, Pain Management and anti-diabetes) among CPs and GPs (Consulting and General Physicians).

NPIL is now aggressively pursuing international expansion through the Custom Manufacturing business. It has plans to grow its international business to 40% of its portfolio by 2007.

NPIL's capabilities in Custom Manufacturing extend well beyond low costs. It has a world-class, US-FDA approved facility in India (with no 483s), which has been dedicated to supply the world markets. NPIL's strong track record in respecting IPR, its relationships with US and European innovators, and its technical and chemistry skills have given it a unique edge over its competitors. Growing this business will be one of NPIL's core focus areas.

NPIL has filed a patent for its first NCE, an anti-cancer molecule NP102, in the US & India.

This molecule comes from NPIL's NCE stable. NPIL has embarked on a focused R&D Programme in a world-class facility in Mumbai in the areas of NCE, NDDS, Process Development and Formulations Development. It has a team of 200 scientists, which will grow to 400 in the next 3 years. It is pursuing NCE research in the areas of oncology, anti-diabetic and anti-fungal. It plans to increase its R&D spending from the current 2% of sales to 5% in the next 3 years. It is also pursuing opportunities in clinical research and genomic research in its internationally accredited facilities.

PFIZER



True to its Vision

- ***Product/Service:*** *Over-the-counter (OTC) medicines, prescriptions*

Pfizer has over 50 years of business experience in India. Over the last few decades, the company has carved out a strategy of nurturing local blockbusters by reaching out to a large audience of medical professionals and customers with both prescription and over-the-counter medicines.

This has ultimately taken the company to the top league within the pharmaceutical industry. While Pfizer has faced a challenging operating environment over the years, it has all along remained true to its vision on India.

Until recently...

Pfizer's worldwide model of researching and then building blockbuster products from cutting-edge medical science has been difficult to apply in India, given the lack of Intellectual Property. A system driven solely by price has contributed to the fragmentation of the industry and a serious deterioration in standards of quality and ethics. Regrettably in that process, the vast majority of pharmaceutical companies



MR. HOCINE SAID
Managing Director

invested little effort in education, disease awareness or innovation.

Going forward

Fortunately, the emerging environment looks much brighter now.

India has woken up to the realization that it is self-defeating to compete with copycat products. Indeed, the realization is growing that with the wealth of its own scientific, technical and artistic talent, India's most effective positioning in the global, knowledge-based economy is that of a country that promotes and rewards innovation.

India is expected to implement a law that respects Intellectual Property in 2005. Notwithstanding the many loopholes still embedded in the draft legislation, it is encouraging to see that India is finally addressing its regulatory shortcomings. This is already reflected, in the increased interest of domestic companies in R&D and the recent flow of foreign investments.

Over the years, Pfizer has demonstrated through tangible investments, its long-term interest, and commitment to India. It has done this in many ways through Capital investment in manufacturing and Contributions towards philanthropy and community projects.

It has also played a pioneering role in Clinical Research not just in the funding of programs but also in contributing to the development of a vibrant clinical research community. Above all, Pfizer takes most pride in the relentless investment it has made towards the development of its people.

We believe Pfizer has laid solid foundations to live up to its mission of becoming the most valued Health Company.

The future looks bright. Both India and Pfizer are truly well positioned to compete effectively in a knowledge led economy.

Travel&Tourism



METROPOLITAN HOTEL NIKKO



Striking a Personalized Balance

- ***Product/Service:*** *Hospitality Service*
- ***International presence:*** *54 destinations across the globe*

The Metropolitan Hotel Nikko, New Delhi, is a 178 room 5 star deluxe hotel located in the heart of New Delhi's premier business district near Connaught Place. Present in 54 destination across the globe Nikko Hotels have been rated among the top luxury international brands.

Each guest room features a well-appointed desk, voice mail, and exceptional convenience in every form. Many rooms come equipped with telefax machines, multi-lingual international channels and newspapers to keep you in touch.

A bedside console lets you control in-room lighting and air conditioning. Other services and facilities include: in room safety deposit lockers, 24 hour room service, laundry, pastry shop, beauty parlour and barber shop, florist, craft shop, laptops and mobile phones on hire, doctor on call and vallet parking. Baby sitter, photographer and local guides can also be arranged.

Nikko Executive rooms and Suites feature a two-way airport transfer. Guests staying on our Nikko



MR. RYUHAI KONO
General Manager



Executive Floor will be treated to an accommodation of distinction and will experience the convenience of attention of an individual butler as well as access to the exclusive Nikko Executive Lounge for complimentary breakfast, tea , coffee, hors d'oeuvres and bar service.

Nikko Hotels are well recognised providing high standards of safety, security and hygiene.

The Metropolitan Nikko New Delhi has adapted the ethos of the international Nikko Chain, blending it with elements of Indian Hospitality and warmth to strike a personalized balance. The Hotel can be defined as a 'personality hotel'. Each element in the hotel has a distinct personality of its own.

Among the many service innovations a concept of "Priority Service" is being introduced for the first time, giving the guest a one touch button access to any service on request with complete follow up action to ensure total guest satisfaction.

A choice of cuisine at The Metropolitan Hotel Nikko celebrates fine dining and provides a whole new dimension to business entertainment.

The Patio is a 24-hour restaurant offering Nikko's global expertise in cuisine. Gourmet delicacies from 'Kitchens of the World' can be ordered round the clock.

Sakura the Japanese restaurant serves lunch and dinner in traditional Japanese style. Sample the culinary artistry of Japanese chefs. Also featured are three exquisite, private dining rooms.



Tusker's is relaxed lobby bar and lounge .

The Metropolitan Hotel Nikko New Delhi offers special cuisine services from a pure vegetarian Kitchen also.

Complete rejuvenation of mind and body can be experienced at 'Zen'- The Health Club and Beauty Salon. Customized Programmes are designed to revitalize guests with warm yet professional service from trained staff coupled with the latest equipment.

The Outdoor swimming pool is there to pamper everyone in an elegant garden setting.

***'Craft House'** the unique shop at the hotel has its own individual space, feel and an ambiance. The Craft House showcases some of the finest handicrafts India has to offer. The rich and mystical heritage of India is being presented through an ensemble of object d' arts namely designer jewelery, traditional world renowned kashmiri carpets, hand woven shamina and pashmina shawls, stoles and scarves in an array of weaves, colours, embroidery and prints*

Premium whole leaf teas sourced directly from tea estates in Darjeeling & Assam capturing the myraid flavours of tea handpicked in different seasons around the year. The collection also offers a very special 100% organic tea (free from chemicals and pesticides).

Sophisticated workmanship of Indian Miniature Paintings using a brush made of fine squirrel hair to define every expression to a detail.

The most expensive of woods, Sandal (Known for its natural fragrance), intricately transformed





to spectacular figures, jewellery boxes, idols and many more souvenirs.

***All Tibetan Artifacts** evoke a kind of peace and awareness and a sense of well being be it the Thangkas, aromatic pillows, meditation kits or the Buddha icons.*

*A visit to the **Craft House** is essential to appreciate and acquire the marvel of the cherished Indian Culture depicted through ancient but timeless art forms. Craft House offers high quality and unique craftsmanship at affordable prices.*

THOMAS COOK



Uniquely Positioned to Offer the Best

- ***Product/Service:*** *International travel and Financial services*
- ***Year established:*** *1881*
- ***Website:*** *www.thomascook.co.in*

Thomas Cook (India) Ltd. is a leading international travel and financial services company. It has been operating in India since 1881 and is a public limited company listed on the National and Bombay Stock Exchanges.

Internationally, it is a part of Thomas Cook AG, Germany, one of the world's leading Leisure Group with operations across UK and Europe, Canada, Egypt and India. Thomas Cook AG holds 60% equity in Thomas Cook (India) Ltd. State Bank of India (SBI) 8.29%, Unit Trust of India (UTI) 2.48% and the balance 29.23% is with the public.

Thomas Cook India has been consistently posting excellent results and is considered to be one of India's most "investor-friendly" companies. Six Bonus Issues and an increasing rate of dividend every year have resulted in substantial appreciation of the net-worth of the share.

In India, the company has two core businesses – Travel Related Services and Financial Related Services that include Foreign Exchange,



MR. ASHWINI KAKKAR
Chairman & Managing Director

Corporate Travel, Leisure Travel and Insurance. It is adequately represented by a network of 55 offices in 16 cities throughout India.

Leisure Travel

The company is focussed at achieving the leadership position in the Indian leisure travel segment within the next five years. The Leisure Travel division promotes domestic, inbound and outbound holidays. The business is already one of the top two names in the leisure travel.

Foreign Exchange

Thomas Cook (India) Ltd is a leading foreign exchange provider and offers a wide range of innovative products and services. These include Cash Passport, a reloadable global card that enables travellers to withdraw local currency from more than 800,000 Visa ATMs across 144 countries worldwide; Wire transfers of funds worldwide, using the SWIFT network; MoneyGram money transfer service for quick money transfers to India from anywhere in the world.

Corporate Travel Management

In this segment, Thomas Cook effectively "manages" the travel budgets of several large national and multinational companies. Handling higher volumes results in effectively being able to negotiate preferential rates with principals, consequently leading to meaningful savings for the company's corporate clients.

Insurance

Thomas Cook (India) Ltd. is the only travel company to have a registered licence to sell insurance and offers its own Travel Insurance branded products viz. TravelCare, ScholarCare, FamilyCare,Corporate-Care and TravelPerks.

Aside from its wide network of branches and a strong line of appointed sub-agents, the company has also set up two other distribution channels – a 365 day operational Call Centre and www.thomascook.co.in, the company portal. The website incorporates features like online seat and hotel reservation facilities, personalised customer accounts and an online magazine – Trav@zine. Thomas Cook (India) Ltd is the only travel company to have implemented SAP (Enterprise Resource Planning Solutions) across all its operations.

Through its overseas subsidiaries, the company also has operations in Mauritius and Sri Lanka and plans to expand in the Indian Ocean Region.

Awards and Recognition

Thomas Cook (India) Ltd has been a recipient of a number of highly prestigious awards.

The Group

Thomas Cook AG is one of the world's leading Leisure Groups, comprising 33 tour operating brands, over 3,600 travel agencies, 76,000 company-managed hotel beds and a fleet of 80 aircraft. The shareholder in Thomas Cook AG is Deutsche Lufthansa AG (50%) and KarstadtQuelle AG (50%).

Department of Industrial Policy Promotion

Ministry of Commerce & Industry
Government of India
Udyog Bhavan, New Delhi - 110001

www.dipp.nic.in

Federation of Indian Chambers of Commerce and Industry

Federation House,
Tansen Marg, New Delhi-110001

www.ficci.com