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**ROLTA INDIA LIMITED**  
ANNUAL REPORT 2007-08

“Adding wings to caterpillars does not create butterflies - it creates awkward and dysfunctional caterpillars. Butterflies are created through transformation”  
~ Dr. Stephanie Pace Marshall, Educator

# Vision

Rolta will be the preferred choice for providing knowledge-based IT solutions through pioneering efforts to meet market demands and exceed customer expectations, achieved by an Empowered team of Roltaites, for maximising value to its stakeholders.

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# Chairman's Statement

In any era, companies that can lead, companies that can successfully transform and master change and keep on leading, reap extraordinary rewards. Such companies remain resilient in the face of adversity and actually begin to champion change in the marketplace to become leaders. Recent events have once again clearly shown that change is a powerful business reality and that creating sustainable value is not easy – even companies with over 150 years of history have practically ceased to exist, overnight.

At Rolta, we believe that building sustainable value is a process of successful transformation that happens as we master change, while simultaneously leveraging our inherent strengths, in other words – retain the best and reinvent the rest.

We consciously build upon our existing strengths and transform each of our businesses – so that we continue to move up the value-chain and provide a better value proposition to our customers. We continuously take advantage of our strong Indian roots to hone and transform our offerings for world markets. We ingeniously blend the capabilities of our recently acquired technologies with our bank of exceptional IPRs, to launch innovative solutions, enabling us to address large markets across the globe.

In the geospatial segment, Rolta has been the market leader in India for over two decades and is a major services provider, worldwide, in sectors, like, infrastructure, telecom, electric, airports, urban development, town planning, economic development, elections management and environmental protection. With the launch of Geospatial Fusion™, high-end photogrammetry and comprehensive imaging technologies, Rolta has transformed its geospatial offerings, to now address much larger markets, worldwide. For developed markets like the US and Western Europe, Geospatial Fusion™ is a very powerful solution, which uniquely enables instantaneous fusion of various disparate geospatial & non-spatial databases and software applications for generating real-time reports and immediate decision-making, thereby increasing exponentially, a large organization's ability and speed to access, analyze, plan, allocate and monitor resources at all levels. In the developing world, for example in India, large investments in core infrastructure are expected to create and drive tremendous demand for photogrammetry and imaging technologies and geospatial data, as these will be required and play an important role for the nation's development. With our innovative solutions in these segments, we are very well positioned to address large opportunities in India and in other parts of the world.

Rolta has been the market leader over the past decade, in providing geospatial based 'operations' and 'intelligence' solutions to the Indian Armed Forces. Rolta and Thales, France, a world leader in mission-critical information systems for the Aerospace, Defense and Security markets have established a JV – Rolta Thales Limited (RTL), for developing state-of-the-art C4ISTAR solutions, with on-going transfer of technology. The availability of these world class military technologies, customized to Indian requirements has transformed our ability to address huge and key modernization programs of the Indian Armed Forces, such as, for – Battlefield Management Systems, Tactical Communication Systems and Digital Soldier Systems. RTL has recently signed an MoU with Thales for the "Offset" program governed by the Indian Ministry of Defense and the Company has also received Defense Industrial Licenses for manufacturing of Maritime, Aerospace, Electronic Warfare, Optronics and Communications equipment and systems. Combined together, these exceptional strengths are further transforming Rolta and enabling it to become a potent force in addressing the large defense requirements covering the complete sensor-to-shooter chain.

In the engineering and design domain, Rolta has been a market leader in India for Engineering Design Automation for over fifteen years and has been providing advanced services for basic and detail engineering to the oil, gas, refinery, petrochemical, conventional and nuclear power sectors. We have now transformed ourselves to address the concept-to-completion needs of these sectors by leveraging the strengths of our JV with The Shaw Group – Stone & Webster Rolta Limited (SWRL). The Shaw Group is a world leader in nuclear power, with a dominant share of the US market and is executing multiple projects to maintain and build nuclear power plants in China and the US. They also have a strategic stake in Westinghouse, a

world leader in manufacturing nuclear reactors. It is expected that in India, over the next decade, both conventional power generation and refining capacities will double. It is also envisaged that almost 40,000 MW of power generation capacity will be added through nuclear energy in India, due to the NSG waiver and the Indo-US nuclear treaty that has been recently signed. Rolta is uniquely positioned to capitalize on these huge opportunities – by leveraging its well-established presence and the JV it has with The Shaw Group.

Perhaps, the most evident transformation that has happened is in our Enterprise Information and Communications Technology (E-ICT) business, because of acquisitions like TUSC and WHC, which have enabled us to gain unsurpassed expertise and reputation and also acquire advanced IPRs, such as for data mining, visualization, etc. Rolta has also, recently filed a patent for instant SOA, which is pending for grant in the US. We now address the enterprise-wide end-to-end needs of organizations, with our comprehensive range of solutions and services for, large-scale ERP applications, sophisticated database requirements and business intelligence. We have also launched mission-critical, integration and fusion solutions built around Rolta e-Fusion™. Rolta's complete transformation of its E-ICT business, its global footprint and strong off-shoring model position the Company uniquely, in this market segment.

The fundamental reason for our long-term success and recognition is our ability to constantly re-invent and transform ourselves and yet remain focused on our core competencies. This transformation hasn't gone unnoticed. Rolta was recently included in the S&P Global Challengers List™ of 2008 by Standard & Poor. This list identified 300 companies worldwide (with a total market capitalization between US \$ 1 & 5 Billion) that have shown the highest growth characteristics, over a 3 year period. Rolta is one of the two companies from India that have made it to this list.

We believe that we will continue to grow significantly, thanks to our very strategic positioning in specialized markets i.e. Defense, Security, Government and Infrastructure that are expected to remain strong for decades. These markets represent some of the most stable clients in the world with strong cash flows and the ability to fund their own capital investments.

We have a well thought out approach to growth that embraces organic, joint venture and inorganic strategies. This approach has helped us in building a unique business model and adopting an acquisition policy, which is clearly focused on acquiring companies, business divisions and/or technologies that are at the cutting-edge, synergistic with our lines of businesses, have an established track record, give us access to new markets, are culturally compatible, enable Rolta to move up the value-chain and are accretive to shareholder value. In line with this philosophy, we have made various strategic acquisitions and cohesively combined the acquired IPRs and technologies with our existing IPRs, to launch innovative solutions, thereby, transforming Rolta from being largely a comprehensive services player to an integrated solutions provider, based on Rolta IPR.

Rolta's empowered and talented people, its innovation, drive, domain knowledge, established track record, exceptional IPRs, world-class infrastructure, enduring partnerships, competitiveness, healthy financials and purpose are all strengths that are absolutely essential to creating lasting value for our stakeholders. But such strengths by themselves are not enough. We need something that will considerably increase their effectiveness and dramatically improve competitive advantage. The catalysts I am referring to are, of course, change and transformation, which we constantly add to the mix, thereby enabling us to compete and excel consistently.



K. K. Singh  
Chairman & Managing Director  
October 20, 2008



# Leadership

Rolta's **transformation** of its businesses and unique combination of offerings has resulted in its continued market leadership in India, over the last two decades, in the Engineering Design Automation, Geospatial and Defense business segments.



Rolta's ability to transform one business to create another is an unmistakable Rolta specialty. The Company has achieved leadership in its market segments, by providing innovative, high-tech knowledge based solutions and services that has translated into a formidable reputation and a respected brand.

In the Geospatial business, Rolta enjoys a market share of over 70% in India, for segments such as Infrastructure, Telecom, Electric, Airports, Urban Development, Town Planning and Environmental Protection. Rolta is also one of the major providers of Geospatial services in the world. With the launch of Geospatial Fusion™, high-end Photogrammetry and

comprehensive Imaging technologies, Rolta has transformed its Geospatial offerings to now address large markets in the developed and developing worlds with its innovative solutions.

Rolta's Geospatial based 'Operations' and 'Intelligence' solutions have been adopted as the standard by Indian Armed Forces, resulting in a dominant market share. Rolta's joint venture with Thales, France, has significantly expanded the Company's capability to provide state-of-the-art C4ISTAR & Tactical Communication systems.

Combined with the award of Industrial Licenses for manufacturing defense equipments,

Rolta is in the process of transforming its ability to address the complete sensor-to-shooter chain requirements of the Armed Forces.

In the Engineering Design Automation domain, Rolta enjoys a market share of over 85% in India and is one of the major services providers worldwide.

Rolta has continued to move up the value-chain and has launched unique engineering and design services, thereby strengthening the Company's position as a world-class services provider for Owner-Operators. With multi disciplinary project experience and domain expertise in the oil, gas, refinery, petrochemical, conventional and

nuclear power sectors, Rolta provides the complete range of engineering design services, including the entire plant life-cycle designing, modeling, detailing, analysis, operations, maintenance and simulation.

The Company has now transformed itself to address the concept-to-completion needs of these sectors by leveraging the strengths of Stone & Webster Rolta Ltd. (SWRL) its strategic joint venture with The Shaw Group, a leader in these segments and a dominant player in the nuclear energy sector. SWRL is executing several large projects including an extremely prestigious project from ExxonMobil and is strongly placed to capture huge opportunities from

the emerging domestic nuclear power sector.

Perhaps, the most evident transformation that has happened is in the Enterprise Information and Communications Technology (E-ICT) segment. Rolta now addresses the enterprise-wide end-to-end needs of companies, with its comprehensive range of solution and services.

These solutions cover a range of domains such as Data Security and Service Management, Database Foundation, Enterprise Applications and Business Intelligence. These services cover a wide variety of areas like security access control, identity/access management, network/application

management, database tuning, high availability, disaster recovery, business analysis, dashboards, etc. Various critical aspects of the enterprise are ultimately integrated by the fusion solutions built around Rolta e-Fusion™ that enables instantaneous fusion of various disparate databases and software applications for generating real-time reports and immediate decision making.

Rolta's market leadership is much more than a mere statistic. It is an indicator of the quality of Rolta's constant ability to transform itself and its trusting relationship with customers, which is an effective guarantor of future business.



# Growth

Rolta's phenomenal growth is due to the **transformation** of its businesses, through aggressive investments in people, technology and infrastructure, resulting in consistent profitability and greater returns to all its stakeholders.



Rolta has enjoyed a sustained growth since its inception due to its ability to transform and select key business areas. Beginning from a data center in 1982, to pioneering & leading India's CAD/CAM/GIS revolution, to being a major international GIS & Engineering services provider, Rolta is now strongly positioned to provide unique, state-of-the-art solutions in the Infrastructure, Government, Defense and Security markets.

There has been robust all round growth in the Company's Revenue and Profitability, year-on-year. Consolidated Revenue has grown by 50.7 % from Rs. 7.11 Billion to Rs. 10.72 Billion in 2008;

Consolidated Profit Before Tax has grown by 38.2 % from Rs. 1.94 Billion to Rs. 2.68 Billion in 2008; while Consolidated Profit After Tax has grown 33.6 % from Rs. 1.72 Billion to Rs. 2.30 Billion in 2008. Rolta's cash in hand as on June 30, 2008 was over Rs. 5.00 Billion.

Rolta's long-term growth comes from the fact that its businesses are not me-too in character. The intelligent transformation of knowledge acquired in one business is extended by the Company for creation of new synergic businesses and its emergence as a leader in each of them.

Rolta has built, grown and today, owns world class infrastructure and facilities across the globe.

The vision of creating and owning real estate, to own land & buildings, as opposed to the short cut of leasing, has created a very strong asset base.

This approach has strengthened the Company's Balance Sheet and also resulted in improved profitability of millions of dollars, year-after year, because of savings resulting from not having to incur leasing/rental outflows.

Rolta will continue to invest and grow its facilities to remain ahead

of the curve to meet its growing needs. To meet its aggressive growth plans, Rolta is expanding its Mumbai facilities, and establishing development and delivery centers in the Eastern, Northern and Southern parts of India, apart from growing its international delivery centers.

As customer requirements have evolved, the character of Rolta's business has also transformed from largely a comprehensive services provider to a provider of integrated solutions which encompass a customer's comprehensive enterprise wide needs, from concept-to-completion.

Today, Rolta has executed multi-million dollar projects, in more than 40 countries.

Rolta's widespread operations have firm roots in India and it draws its strengths from a dominating presence in the vast home market.

This empowers it to sharpen, enhance and transform its offerings for the international markets and also judiciously optimize resources across operations.

Rolta derives over 50% of its revenues from the domestic market. This enables Rolta to participate in India's growth story and mitigate currency risks.

More importantly, Rolta offers mission-critical solutions in the Conventional Power, Nuclear Power, Oil, Gas, Petrochemicals, Utilities, Transportation, Defense and Homeland Security sectors, which are not only insulated from slowdown, but are also poised for high capacity growth in the coming years.

Thirst for growth is not just a distinctive feature, but also a prevailing attitude at Rolta.

Rolta plans to continue on its journey of transformation by adopting a growth strategy that is both organic and inorganic.



# Recognition

Over the years, Rolta has constantly re-invented and **transformed** itself and yet remained focused on its core competencies. This is the fundamental reason for its long-term success and recognition, worldwide.



This transformation hasn't gone unnoticed. Just recently, Rolta has been included in the S&P Global Challengers List™ by Standard & Poor (S&P). This list identifies 300 mid-sized companies worldwide that have a total market capitalization between US\$ 1 to 5 Billion and have shown the highest growth characteristics along dimensions encompassing intrinsic and extrinsic growth.

Two metrics of extrinsic growth – share price appreciation and sales growth – are used in conjunction with two metrics of intrinsic growth – earnings growth and employee growth, to arrive at this list. The final list has been drawn

from a universe of publicly-listed companies from around the world and the evaluation criteria is rules-based with consistent standards applied to multiple countries.

The S&P report states: "High growth mid-cap companies possess a strategic advantage relative to firms of smaller or larger sizes, having survived beyond their startup phases and offering stability as well as future growth opportunities. Having overcome the growing up pangs of small firms while possessing room for growth and expansion, mid-caps offer the best potential pool of companies, which could indeed be tomorrow's leaders."

The companies on the S&P Global Challengers List™ of 2008 are expected to emerge as challengers to the world's leading companies. Rolta is one of the two companies from India that have made it to this list.

Rolta was recently ranked overall 4th in the DQ-IDC IT Best Employer's Survey 2008, ahead of giants like Microsoft India, Intel India and TCS.

Numerous trade and industry recognitions have come Rolta's way, during the past few years, such as, Business World's '25 Fastest Growing Companies', Business Today's 'Most Valuable Companies',

Economic Times' 'ET 500', Business India's '100 Best Companies', CFO Asia's 'Best Annual Reports', ranked in the Deloitte Technology Fast 500 Asia Pacific list, 'Geospatial Award of the Year' by Geospatial Today/India, 'Technology Leadership Award' in the Hydro carbon Industry by Chemtech Foundation, 'Geospatial Leadership in India' at Map World Forum, 'Amity Corporate Excellence' by Amity International Business School, ranked 11th amongst 'India's most investor friendly companies' by Business Today, ranked amongst the top-10 Wealth Creators in the Mid-cap segment in India by the Hindustan Times, 'The

National Export Award' by Government of India, and many more.

Rolta has also been ranked amongst the 200 Best Companies in the world (Sales under US\$ 1 Billion), four times in six years, by the Forbes Global magazine, a significant achievement considering that over 20,000 companies were measured against rigorous profitability, earnings and sales growth parameters.

Rolta has consistently set new standards of excellence by benchmarking its processes, people and service quality in line with the

world's best. The Company's abilities come from its world-class international accreditations.

Rolta has been awarded prestigious certifications such as ISO 9001:2000, ISO/IEC 20000-1:2005, ISO 27001:2005 and SEI CMMi Level 5.

At Rolta, achievements have translated into global acclaim and recognition.

Rolta shall continue its transformation to leverage the full power of its excellent capabilities to ensure that continues to be recognized globally.



# Technology

Rolta has **transformed** itself by combining cutting-edge technology and Intellectual Property Rights (IPRs) that it has recently acquired, with the bank of exceptional IPRs already developed and owned by Rolta, to launch innovative solutions for its market segments, worldwide.



Over the years, Rolta has absorbed technologies acquired from its diverse partners – world leaders in their respective fields, and developed 1,600+ IPRs grouped into over 300 registered IPRs. These highly valuable IPRs have enabled the Company to not only provide its services more cost effectively but also provided a competitive advantage while offering complete solutions.

In response to the market's ever changing needs and to fuel the Company's growth momentum, Rolta has consciously acquired companies with world-class IPRs, in addition to pure technologies, which have enabled Rolta to move

up the value-chain by providing a better value proposition to its customers.

By combining IPRs and technologies that Rolta has developed and acquired, the Company has transformed itself from being largely a comprehensive services player to an integrated solutions provider.

For instance, in the Geospatial & GIS segment, apart from launching high-end Photogrammetry and Imaging technologies, Rolta has innovatively blended the capabilities of Rolta OnPoint™, Rolta Periscope™, Rolta iPerspective™ and other business intelligence tools from its existing IPRs, to launch Geospatial Fusion™, a

very unique solution that enables instantaneous fusion of various disparate Geospatial & non-spatial databases and software applications for generating real-time reports and immediate decision-making. Such solutions increase an organization's ability and speed exponentially, to access, analyze, plan, allocate and monitor resources at all levels. Similar solutions for Engineering – Engineering Fusion™ and E-ICT e-Fusion™ have also been launched.

These solutions are designed to exponentially increase enterprise-wide productivity and also protect technology investments already made by organizations in legacy

applications by using a Service Oriented Architecture (SOA) and easily configurable Web applications, much beyond traditional applications. A patent for these applications (SOA) has been filed and is pending grant in the US.

Stone & Webster Rolta Ltd. (SWRL) has access to, and experience on, The Shaw Group's proprietary technologies, such as, for the development, consulting, engineering and construction of nuclear, fossil fueled and geothermal power generation plants and process plants for polymers, commodity chemicals, olefins and refining. This uniquely

positions SWRL to address the huge emerging opportunities in Oil, Gas, Refinery, Petrochemical, Conventional and Nuclear Power sectors.

With ongoing Transfer of Technology from Thales, Rolta Thales Ltd., is rapidly being recognized as a strong player to provide C4ISTAR & Tactical Communication systems to the Defense Forces.

Combined with the Defense Industrial Licenses for manufacturing, Rolta is set to become a potent force to address the complete sensor-to-shooter chain requirements, including sophisticated Maritime, Aerospace,

Electronic Warfare, Optronics and Communication equipments and systems.

To ensure that Rolta stays at the cutting-edge of technology, the Company has set up state-of-the-art 'Centres of Excellence' worldwide, equipped with infrastructure and facilities that match global norms. These Centres ensure that Rolta is able to develop unique market-oriented solutions.

Rolta will continue to transform its technology offerings, enhance its IPRs and constantly move up the value chain, for maximizing customer value.



# Knowledge

Rolta has achieved its excellent reputation, in a competitive business space, by intelligently **transforming** its accumulated knowledge, so that the Company works better, faster and smarter.



Ever since its inception, Rolta has believed in being a pioneer in the markets it serves and has sustained its path-breaking position in an uncompromising business environment by prudently leveraging its unique domain knowledge. It has institutionalized transformation of knowledge into assets, which are, shared, exchanged and invested for continuous returns. It has evolved a highly successful and time-tested strategy for gathering and disseminating knowledge across its employees.

Rolta's competent knowledge management processes ensure that its businesses will continue to grow and strengthen the Company's position in

a competitive market place. Knowledge management at Rolta is driven by a significant role for investments in Research & Development (R&D) enabling the company to develop IPRs that uniquely address the challenges of an ever-changing business environment.

At Rolta, there is a strong emphasis in the absorption of the technologies developed and acquired, a selective evaluation of emerging technologies, the prudent identification of gaps between market requirements and available technologies, resulting in the development of interlinked processes and enhancement of Rolta's knowledge pool.

In line with this philosophy, Rolta has set up an in-house Rolta Academy which provides training in a very formal and structured manner, using various sophisticated software packages and Rolta domain expertise.

Rolta Academy is a state-of-the-art facility, which has been setup with investments of millions of dollars, with cutting-edge technology, software tools and a large dedicated faculty to drive these programs. With over 1,000 graduates in the past year, Rolta Academy has emerged as a very strong knowledge building source for Rolta, serving it with the required strength for its future growth.

Rolta's engineers are continuously trained in domain specific technologies. Such training is based on IPRs that have been developed in-house, acquired from around the world and from its partners, thereby honing the skills of its engineers, leading to a constant build-up of expertise.

Rolta also ensures that its engineers undergo rigorous internal certifications and skill enhancements, which not only builds their proficiency but also credibility amongst its customers. At Rolta, knowledge is not locked in the minds of a few. It is liberated as soon as it is created. Knowledge

is continuously passed on to employees along with specific technology and domain specific training, to renew their competencies and skills.

After the successful completion of each project, its best practices are pooled and translated into a comprehensive training program and are imparted to all its engineers. This makes every subsequent similar project better in quality and quicker in execution.

Rolta is probably the only company worldwide that has a unique combination of specialized domain knowledge across the segments that it addresses.

This knowledge makes Rolta stand apart uniquely from others.

Knowledge that's been developed through resident expertise, acquisitions and the strengths of its global technology partners. Knowledge that has been honed due to its own vast experience of meeting customer needs over two decades across the globe.

Rolta shall continue to transform its excellent knowledge management skills to make informed judgments, formulate appropriate decisions and do effective work.



# Partnership

Rolta's leadership across various business segments is a result of its strong partnerships with world leaders and key acquisitions. This strategic approach has helped **transform** the company and enables it to deliver stronger customer value and strengthen its presence in a competitive marketplace.



Over the years, Rolta has established strong partnerships with industry leaders. These partnerships have helped Rolta develop a deep understanding of international geographies, constantly evolving technologies, capture the higher end of the value-chain and provide an unbeatable solution to customers.

Stone & Webster Rolta Ltd. (SWRL), Rolta's joint venture with The Shaw Group, USA, one of the world's leading Engineering, Procurement and Construction company, provides engineering, design, procurement and construction management services for large projects in the Oil, Gas,

Refinery, Petrochemical, Conventional and Nuclear Power sectors. The JV builds upon Stone & Webster's 116+ years of technology innovation and prowess in these sectors and is also very well placed to capture the huge opportunities from the emerging nuclear power sector by leveraging the strengths of The Shaw Group – a world leader in nuclear power, who also has a strategic stake in Westinghouse – a world leader in manufacturing nuclear reactors.

Thales, France is a world leader in mission-critical information systems for the Aerospace, Defense and Security markets.

Rolta's joint venture with Thales provides state-of-the-art C4ISTAR & Tactical Communication systems for these markets worldwide. Leveraging Rolta's dominant position in the Indian market, its Defense Industrial Licenses and taking advantage of ToT from Thales, this JV is strongly positioned to address the significantly large markets in India and internationally.

Rolta's acquisition strategy is clear and focused. It will acquire companies, business divisions or technologies – that are at the cutting-edge, synergistic with its lines of businesses, have an established track record, give Rolta

access to new markets, are culturally compatible, enable the Company to move up the value-chain and are accretive to shareholder value.

In line with this philosophy, Rolta has made various strategic acquisitions. For example, the Company acquired Orion Technology, Inc., a Canadian software and integration company specializing in enterprise web-GIS solutions. This enabled Rolta to distinctively position itself as a provider of spatial integration consulting, software, and implementation services for global markets; for users who have a growing need for innovative, web-

based, platform-neutral Geospatial solutions to efficiently integrate their GIS resources to meet the information needs of their constituents.

By acquiring TUSC, a US based company having a global reputation as a source of unsurpassed expertise in high-end consulting for large-scale ERP applications, Fusion Middleware and core database technologies based on Oracle applications; Rolta gained significant expertise and acquired advanced Intellectual Property, such as for data mining, visualization, instant SOA, etc.

The recent acquisition of WhittmanHart Consulting

(WHC), the consulting Division of WhittmanHart, Inc., has brought in considerable strengths, due to WHC's established track record in Oracle's Hyperion products and major focus on Enterprise Performance Management, thereby strategically positioning Rolta to address the Business Intelligence domain on the Oracle database and application layers.

Rolta will continue to grow by adopting an approach that promotes organic and inorganic growth and transform itself by constantly moving up the value-chain to provide more meaningful solutions to its customers.



# Roltaites

Rolta has constantly **transformed** its workplace for inspiring, motivating and retaining its people and enriching its intellectual capital, leading to enhanced employee satisfaction and retention.



As Rolta has transformed, so have its people – the core strength of Rolta. Their exceptional level of commitment, high motivation levels, tremendous enthusiasm and willingness to go the extra mile, to meet the demands of the marketplace, have all resulted in an extremely positive atmosphere at Rolta.

This was validated recently by the DQ-IDC IT Best Employer's Survey 2008, where Rolta was ranked 4th overall, ahead of giants such as Microsoft India, Intel India and TCS.

In its final report, Dataquest has stated, "As the company has been

serving the high-end of the value-chain and is getting into unique business areas through recent acquisitions, it is focusing on imparting knowledge on cutting edge technology and sharing its business acumen with the new entrants.

Keeping its growth plans in focus, it has invested in an ERP system to automate and integrate the HR processes across all geographies."

Rolta is managed by a committed team of professionals consisting of domain experts, engineers, finance, marketing and management professionals, most

of whom have remained and grown with the company, for over a decade.

Rolta actively provides an attractive career path for employees to grow within the company and it has a philosophy of promoting from within the workforce, supplemented by specialists as needs arise.

More than 75% of the 5,000+ Company's professionals are equipped with relevant engineering, postgraduate or PhD degrees, necessary to deliver competent customer solutions, and over 25% of these professionals have more than 15 years of relevant experience. The Company possesses more than 10,000 person-years of management

experience and more than 40,000 person-years of overall experience.

Rolta has significantly strengthened its managerial teams worldwide by inducting very high caliber professionals in management positions in various geographies and vertical segments.

A continuous training, cross-training and skill updation discipline has helped build skills / expertise in line with the evolving demands of the marketplace and create an environment of motivated professionalism among Roltaites, contributing to employee satisfaction and retention. In line with this philosophy, Rolta has set

up the Rolta Academy, with an investment of millions of dollars, to provide training to Roltaites in a very formal and structured manner, using dedicated faculty and the latest state-of-the-art software tools. This Academy is an important facility in helping the Company ramp up its people strength to meet its growing requirements on a continuous basis.

Rolta has protected its rich intellectual capital with very low attrition, incentivized through a remuneration structure that is at par with industry standards and benchmarked to the requirements of a dynamic marketplace. The Company has instituted

performance incentives for higher productivity, and also has in place an attractive Employees Stock Option Plan scheme.

The latest people evaluation study has valued Rolta's human resources at Rs. 106.71 Billion (details available elsewhere in this report).

Rolta's continuous transformation of its workplace will ensure that it remains the employer of choice and attracts the best talent available, so that the Company in turn, remains the solution provider of choice, for the market segments that it addresses.