Wipro Limited

Analyst / Investor Meet 2008
May 21, 2008
New York Stock Exchange

Safe Harbor

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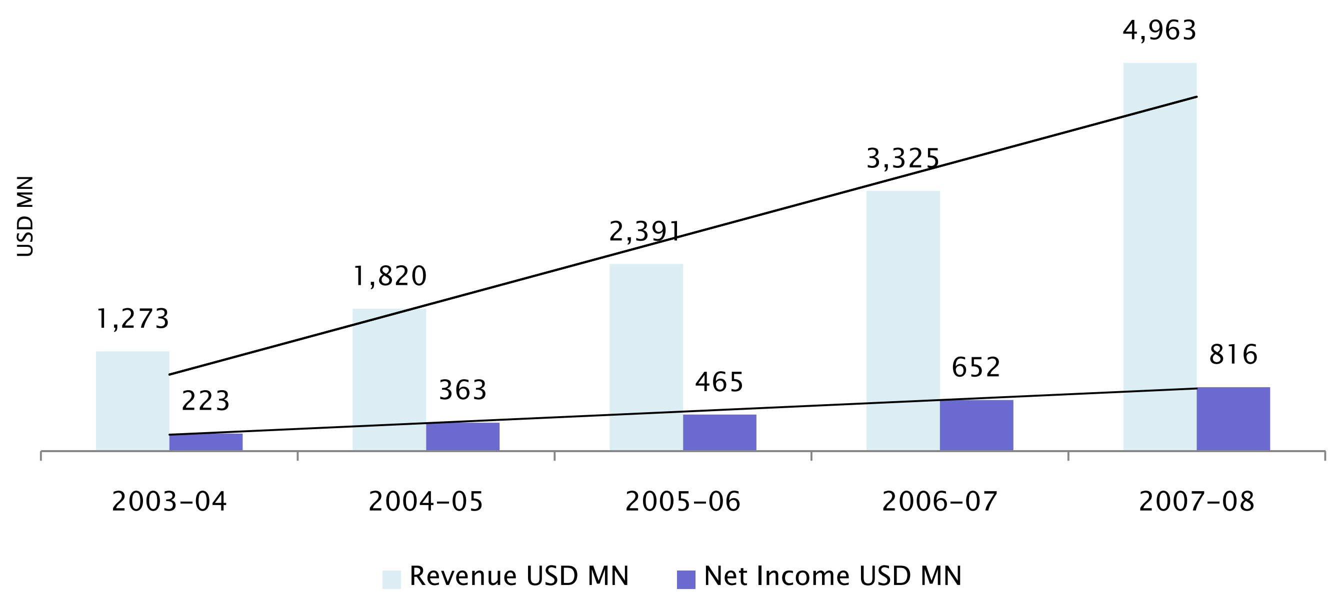
Overview of Wipro Corporation Performance

1. Revenue for the corporation at $4.9 billion for 2007-08
2. Total Employees ~100,000
3. Total IT business touches $4.3 billion
4. Consumer Care and Lighting business achieves $378 million
5. Wipro – Infrastructure Globally No 1 in Hydraulic Cylinder Business



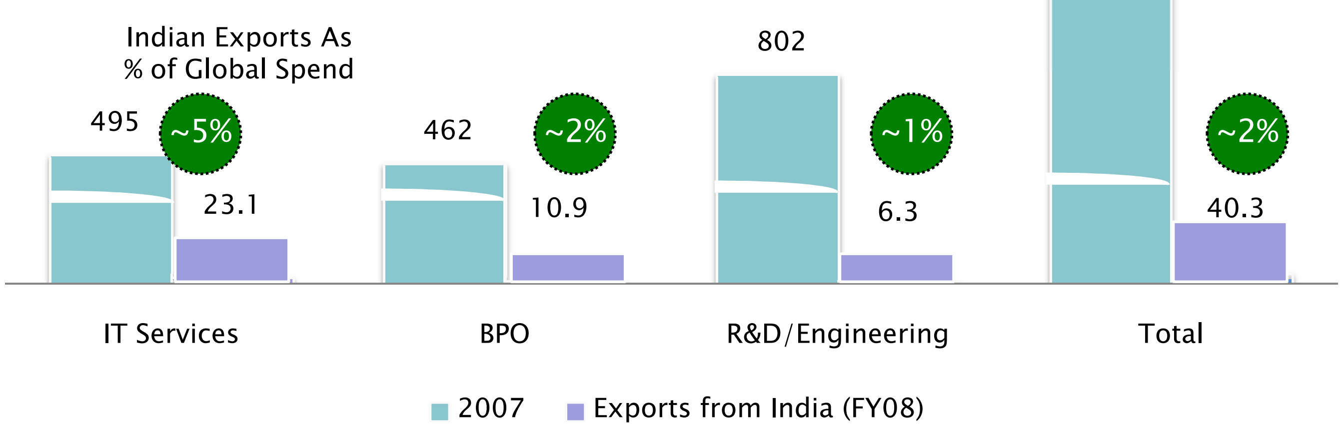
- Wipro Corporation revenue at Rs.200 billion for 2007-08
- 5 year CAGR of Revenue 36% and Net Income of 34%
- IT business contributes 87% of Revenue and 92% of PBIT
- 85% of IT business is Services and 15% is Products

*All numbers are IGAAP Financial numbers translated into USD on the basis of realized exchange rate

Offshore Still Small Part of Overall Spend

1. Despite the growth India has seen in Global IT Services market, it is still a very small proportion (~2%) of global spend

Global Technology Related Spend & India's Current Exports ($ Bn)



Source:Nasscom Review, 2008

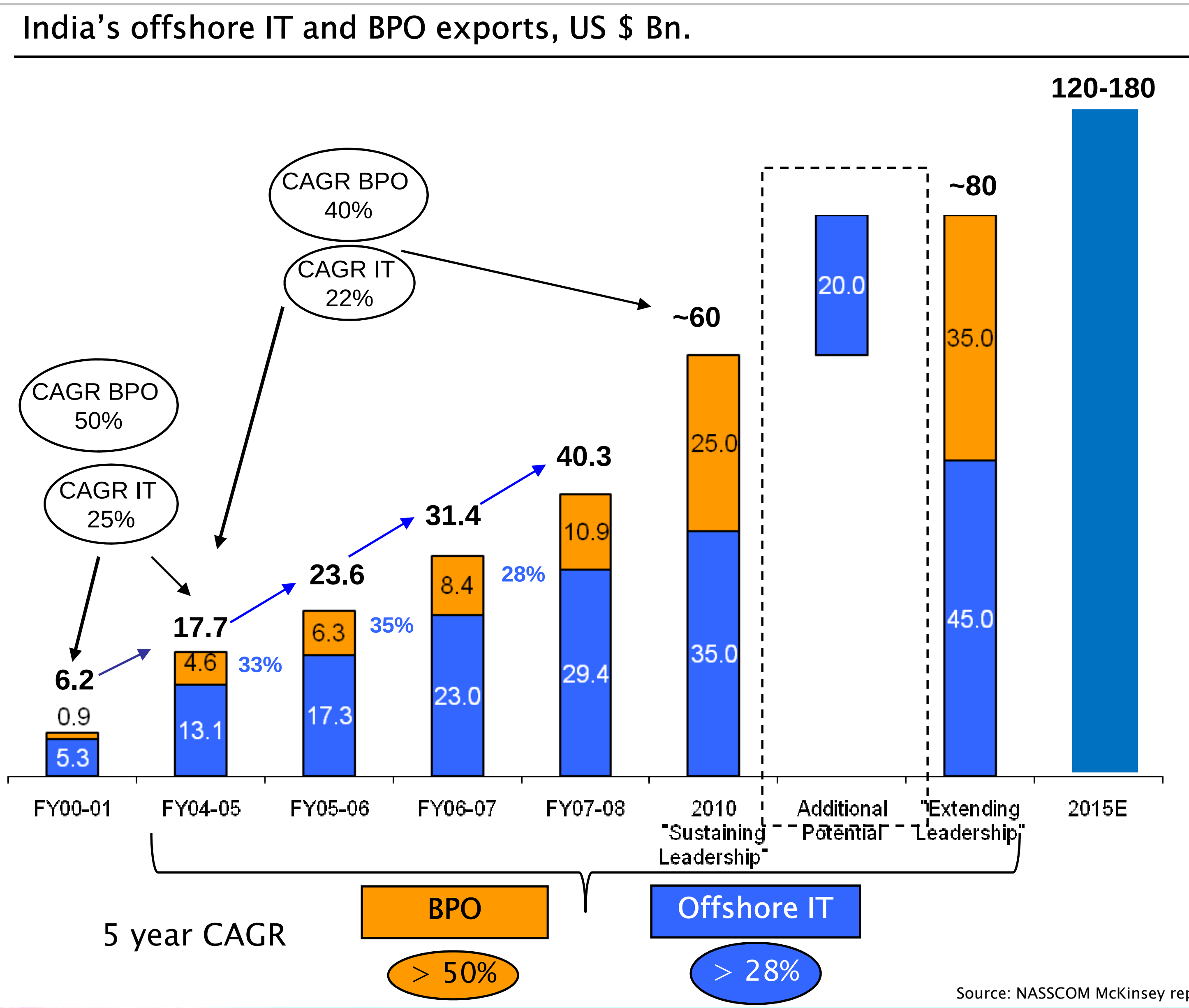
Relative Growth Rates Demonstrate This –

Global IT Spend Growth Rate ~5% (CY 2007); Growth of Indian Exports 28% (FY08)

*Scale adjusted for better readability

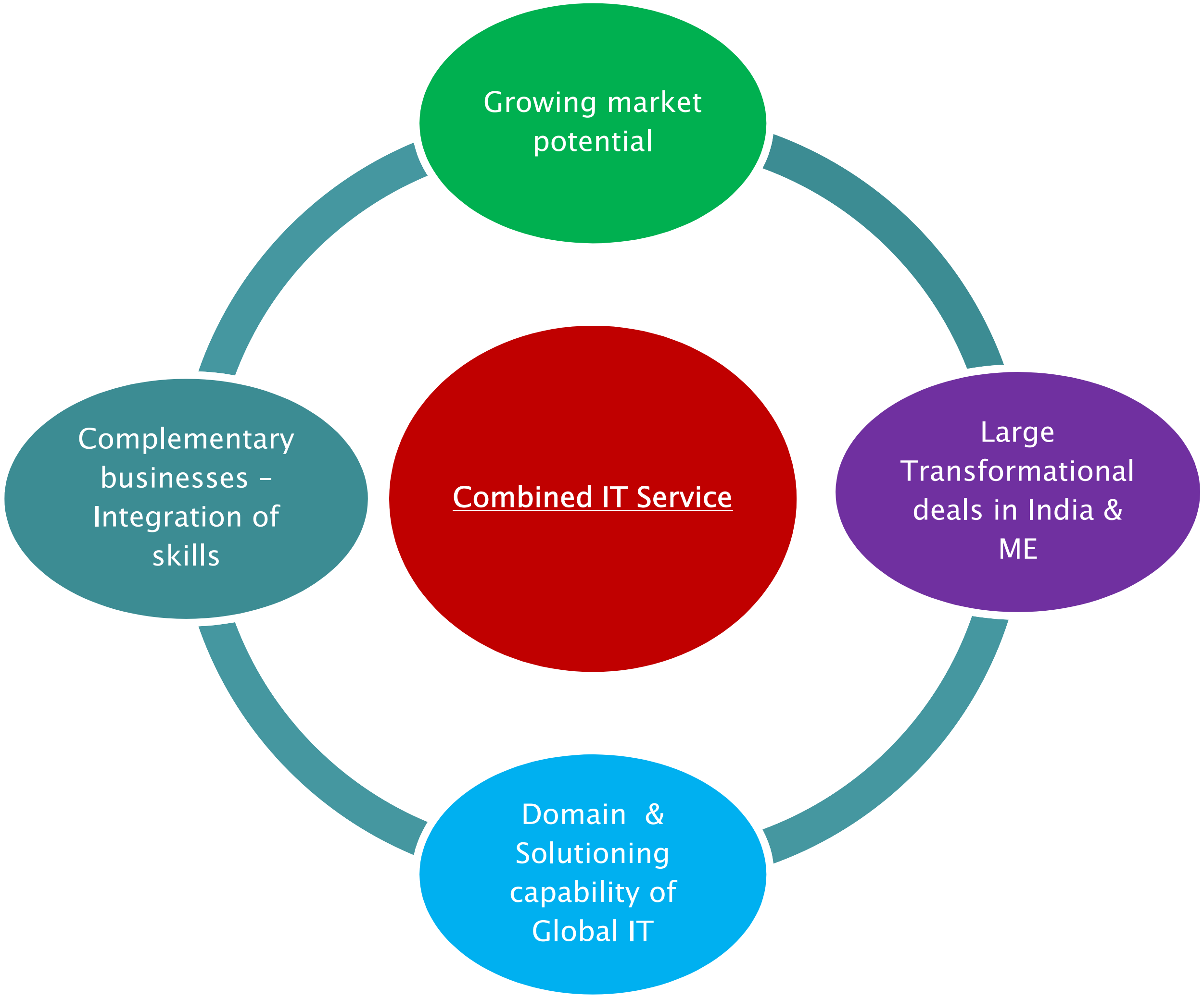
India Story becoming Stronger

1. Industry continues strong momentum – grew 28% in FY08
2. Well on its way to exceed its $60 Bn target of 2010
3. IT-BPO exports could reach a size of $120-180 Bn by 2015 ; CAGR of 15-21% from FY07-08



Source: NASSCOM McKinsey report

Combined Services Business & New Vertical Structure



Revised Vertical Structure

- Manufacturing & Healthcare
- Energy & Utilities
- Retail, Transportation & Services
- Finance Solutions
- Communications, Media and Technology
  - Technology
  - Media & Communications Service Provider
  - Telecom Infrastructure Vertical

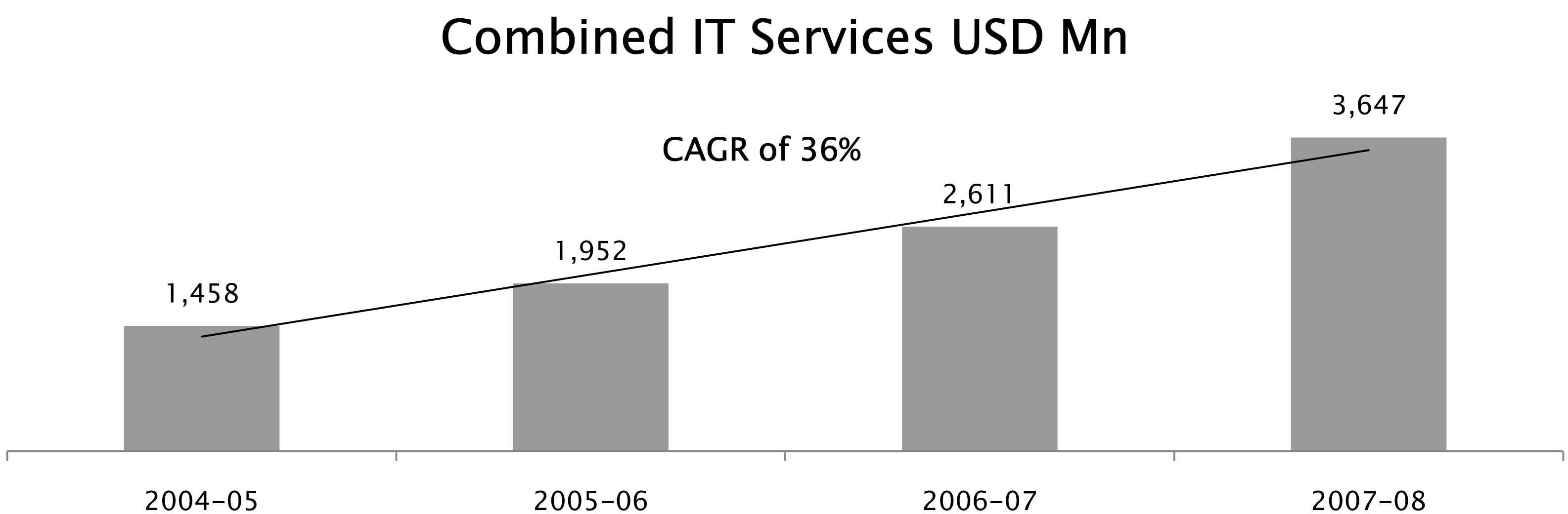
Ability to leverage domain competency of Global IT & deep rooted customer relationships in WI

Revised Segment

Segment	2007-08		
	Revenue	**EBIT**	**EBIT %**
IT Services	3,647	777	21.3%
Products	656	31	4.8%
IT Services + Products	**4,303**	**809**	**18.8%**
WCCLG	378	47	12.5%
Others	282	19	6.8%
Wipro Corporation	**4,963**	**875**	**17.6%**

- Combined IT Services margin at 21.3%

Performance of Combined IT Services



Our Combined IT Products and Services business at $4.3 billion in 2007-08

Partner to industry leaders

- 743 active global clients as on 31 March 2008
- 184 Global 500/Fortune 1,000 clients

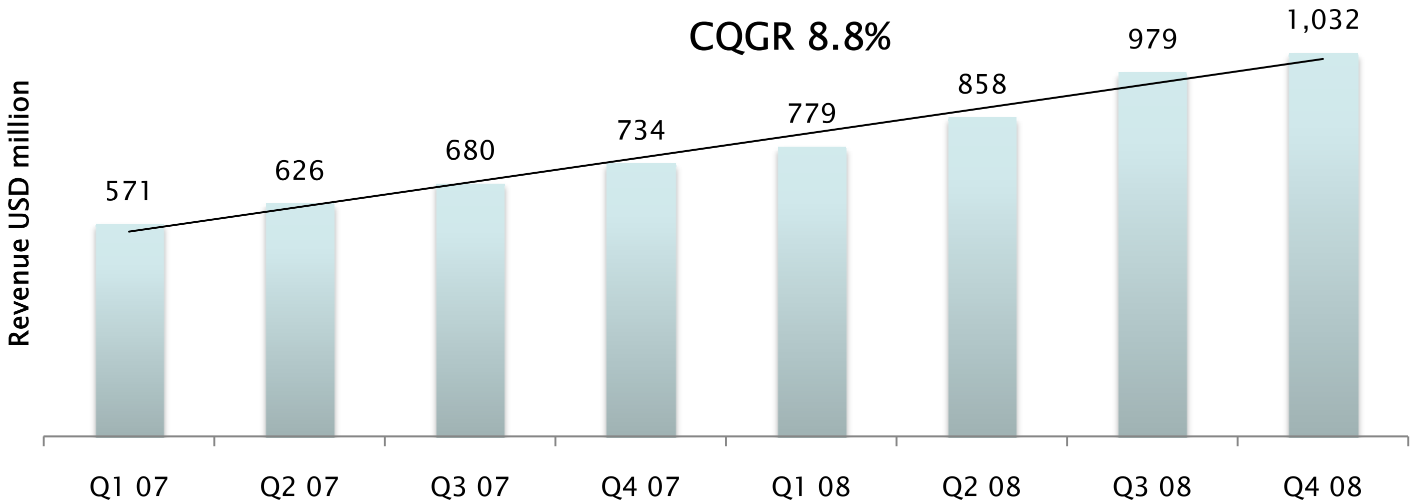
Global footprint

- Listed on NYSE
- 54 countries
- ~14,500 employees Onsite across geos
- 25 near-shore Development Centers

Diverse talent pool

- Over 91,000 employees
- 56 nationalities
- One of the most preferred employers for the top class talent (Survey by Hewitt Associates, Fortune Magazine, and The RBL Group, 2007)

Revenue Trend of Combined IT Services business



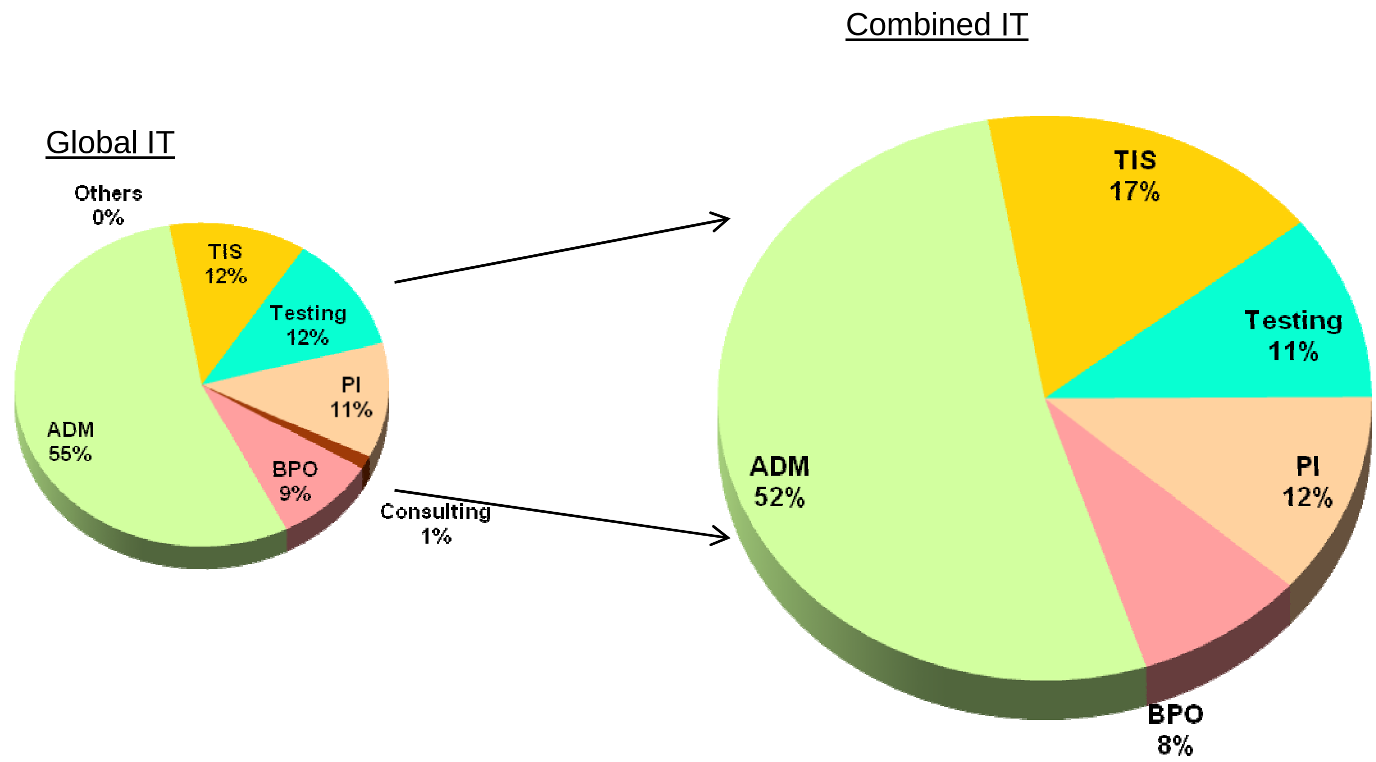
- Combined Services Revenue crosses $1 billion a quarter
- Revenue trend has shown consistent growth

Strength of Business Model through Service Line Penetration

Revenue Mix

Service line distribution for 2007-08

1. Strong newer Service line presence in India and Middle East services market
2. Newer Service lines contributes to 50% of Total Services business



Total integrated consulting revenues including those embedded in the verticals constitute 2% of Global IT Services revenue. ADM excluding consulting is 50%

Package implementation business including EAI constitutes 13%

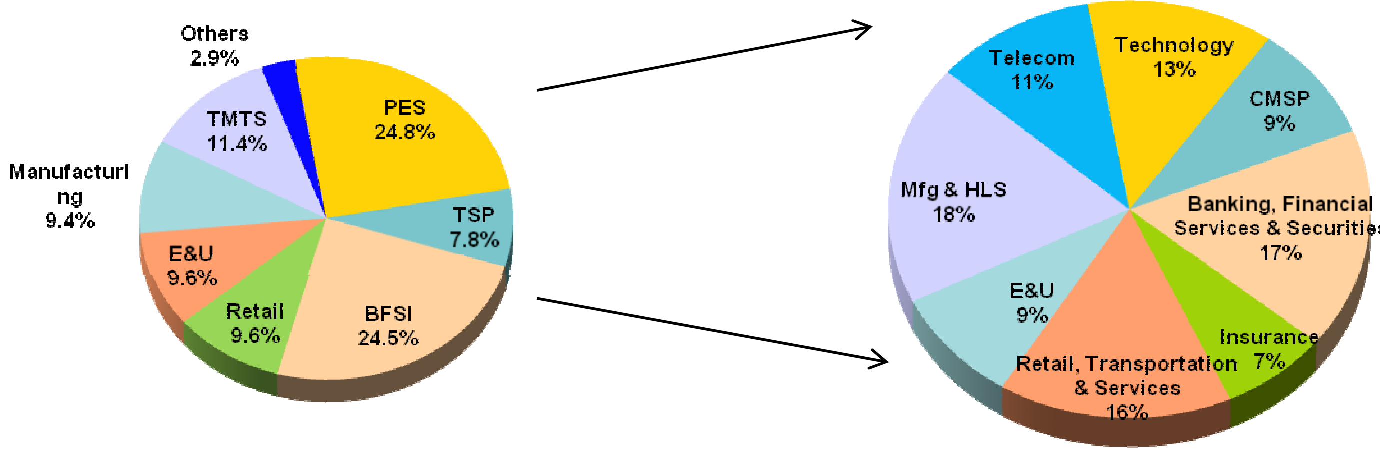
Strength of Business Model through Vertical Foothold

1. India & Middle East markets gives us a stronger presence in the Manufacturing and Retail, Transportation & Services space
2. India / Middle East and ROW business constitutes 10% of total services business

Revenue Mix

Vertical distribution for 2007-08

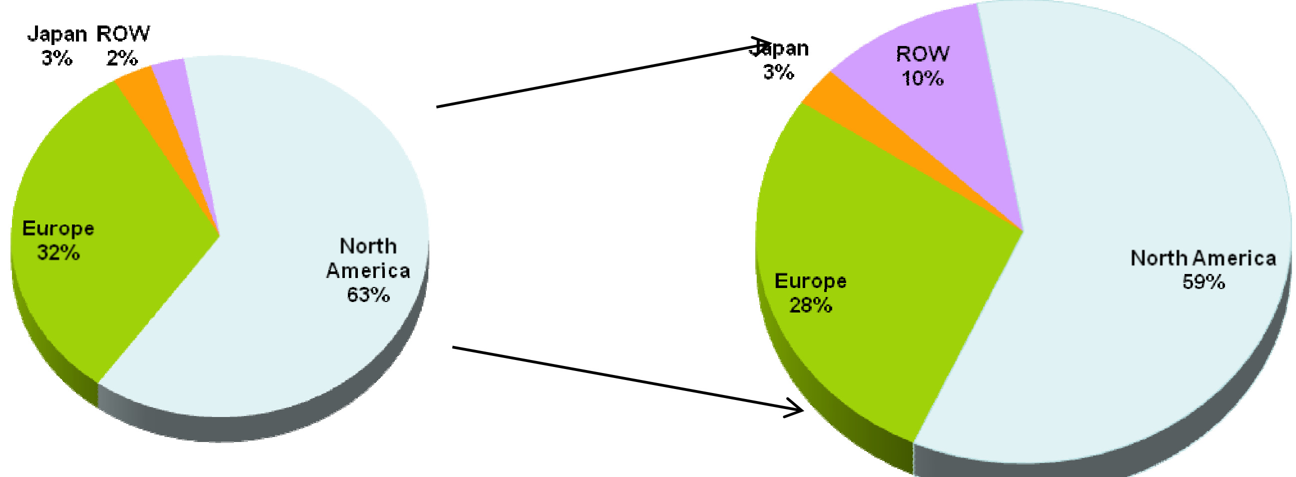
Global IT | Combined IT



CSMP refers to Communications, Media & Services Provider

Geo distribution for 2007-08

Global IT | Combined IT

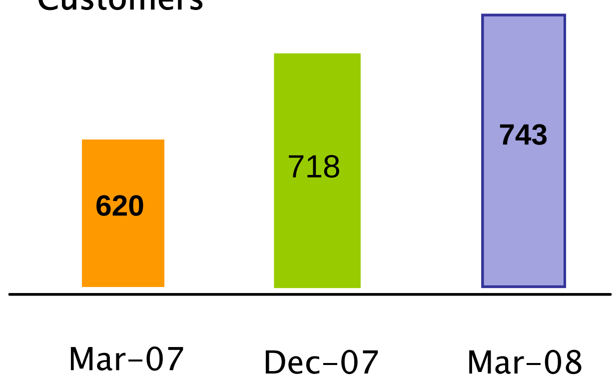


Contribution of US for total IT business (products + services) is 50%

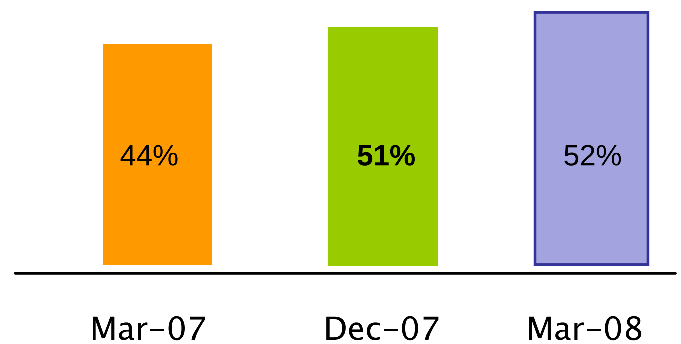
Platform for Sustainable Growth

1. Continued addition of new clients and growth of million dollar clients
2. 14 Clients >$50 Mn Revenue run-rate in Q4
3. Robustness in volume-growth also translating in improved pricing prospects

No. of Active Global IT Customers*

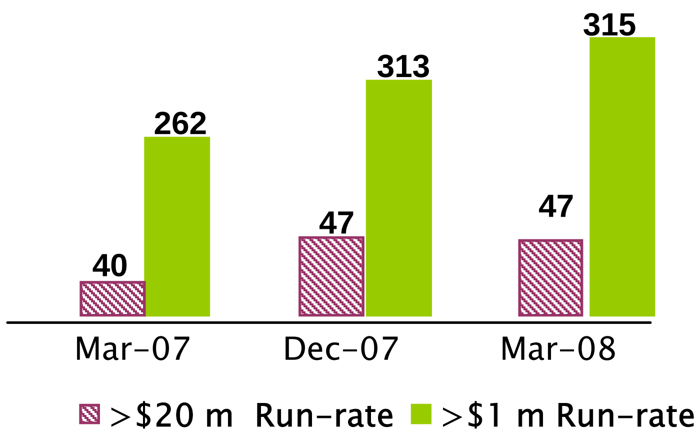


% Revenues from New Service Lines

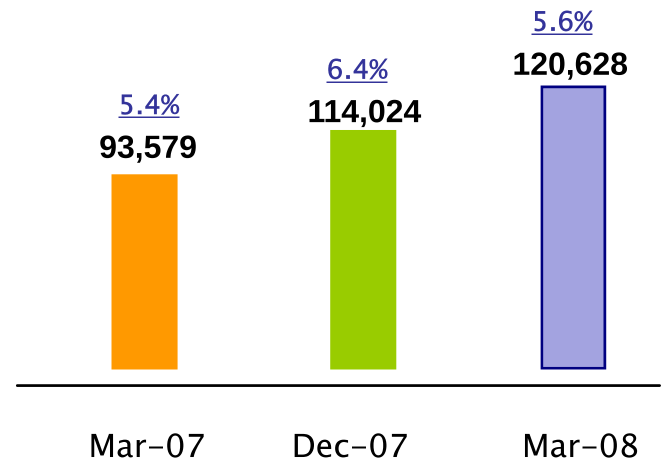


Dec 07 and Mar 08 includes Combined IT Services
Includes consulting

Million dollar Revenue Customers Global IT*



Volume Growth% (Person-months Billed) *



For Global IT Services

* Numbers exclude Infocrossing

Leadership in Non IT Business

Wipro Consumer Care and Lighting (WCCL)

- Wipro Consumer Care and Lighting (including Unza) recorded Revenues of $378 million in 2007-08, a growth of 128% YoY and PBIT of $47 million, a growth of 87% YoY. Organic growth for the year was 28%
- Unza continued to see good underlying value growth in Malaysia, Middle East, Indochina and Indonesia.
- Enchanteur (an Unza Brand) has been launched in select cities in India.
- Our domestic business continued its robust revenue growth with our 9th consecutive quarter of 25%+ growth.
- SANTOOR is now No. 3 Brand in Toilet Soap category in India, in value terms.

Wipro Infrastructure Engineering (WIN)

- Globally No 1 in Hydraulic Cylinder Business.
- WIN Crosses mark of Rs 12,000 Mn revenue ($298 million), YOY revenue growth for the year at 77% (organic growth of 36%).
- Continues to Maintain market share across segments.

Wipro Differentiators

1. Verticals
2. Service Lines
3. R&D
4. India & Middle East
5. Wipro Way
6. Acquisition

Improved Addressability through Verticalization

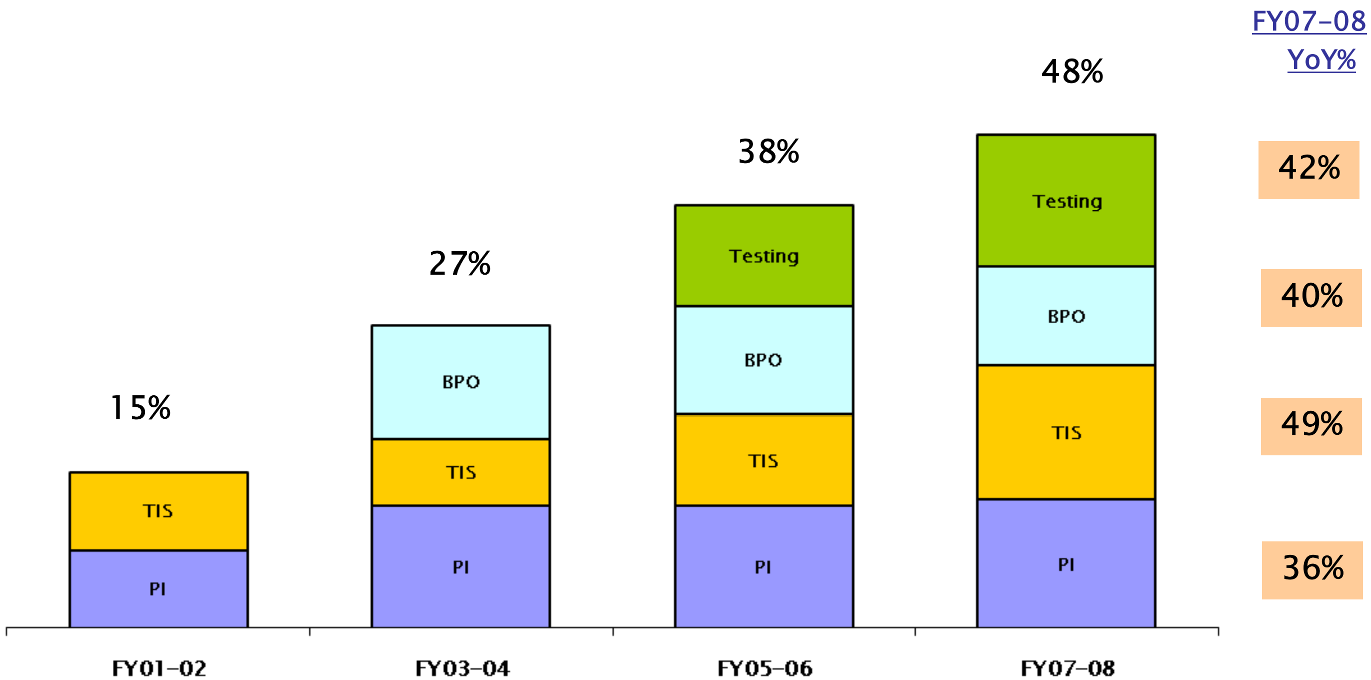
Verticals Addressed

Telecom | TSP & Media | Banking | Securities | Insurance | Manf. | Retail & Services | Energy & Utilities | Healthcare

- Pioneered the Vertical framework in 1999
- Strengthened domain competencies
- Model designed to facilitate scalability
- High growth and scale in all verticals

Enhancing Customer Centricity

Service Lines – Growth Drivers and Differentiators

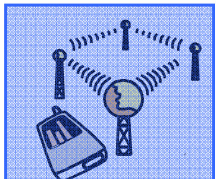


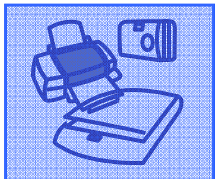
Incubate → Expand → Enhance → Deliver Value

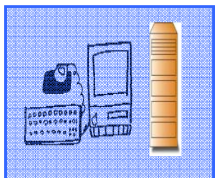
Delivering Comprehensive Solutions

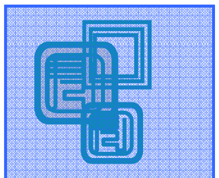
Leaders in R&D Business

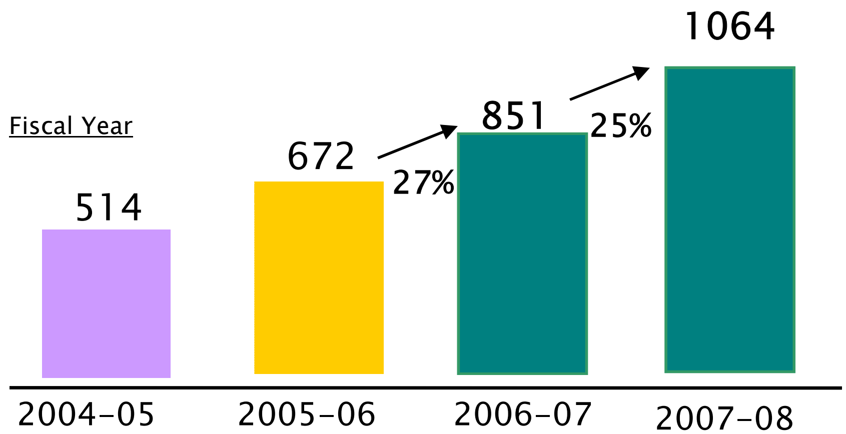
Industry Verticals Addressed


Wireless Net & Devices


Printing and Imaging


Computer Sys & Storage


Semiconductors



- 18000+ talent pool engaged in R&D Services
- Largest player based on headcount
- World's largest independent team of Hardware Design Engineers of 2,200+
- Leaders in Telecom OEM
- Pioneers in the Embedded space

World's largest 3rd party R&D business

Wipro Infotech – Emerging Market Focus

1. Leadership position in India, pioneer in Middle East
2. Best of breed partnerships
3. Revenue of $931 million ; 3-year CAGR of Revenue at 39% and EBIT at 44%
4. Transformational customer engagements
5. Incubator of global service lines

Consulting	Process, IT Governance, e-Governance, Security, Strategic Cost Reduction
Business Solutions	Package Application, Business Intelligence, Application Development & Management
Professional Services	System Integration, Infrastructure Management Services, Application Support
Infrastructure Products	Platforms, Networking, Storage, Enterprise Management & Security
Total Outsourcing	IT, Process Strategy Formulation and Alignment to Business

Comprehensive IT solutions portfolio

Driving Innovation

- Understanding customer and his customers needs better
- Moving from doing what is contracted to being a partner in solution success
- Internal partnerships to create value for the customer
- Relationship building, Excellence in governance
- Partner of choice

Customer & Wipro

- Strategy
- Internal Controls
- Business Models

- Customer centered
- Experimentation
- Adaptable to changes
- Proactiveness

- Well defined and efficient Work processes
- Seamless Execution
- Optimized and Effective roles
- Appropriate tools / methods for process improvements
- Culture of Experimentation

- Right skill at the Right place
- HR practices aligned to business needs
- Training and Education
- High Employee engagement

Acquisition Strategy

Enhancing domain and technology competence

Expanding Service Line portfolio

New geographies

Investment of $1 billion+ towards strategic acquisitions

Enhancing growth and maximizing value

Shaping the Future

Business Transformation

IT Transformation

1. Global TOS
2. Global Programs
3. Best Shoring
4. Integrated Consulting
5. Mega Partnerships
6. Product Engg as a Service line

Total Portfolio of Services

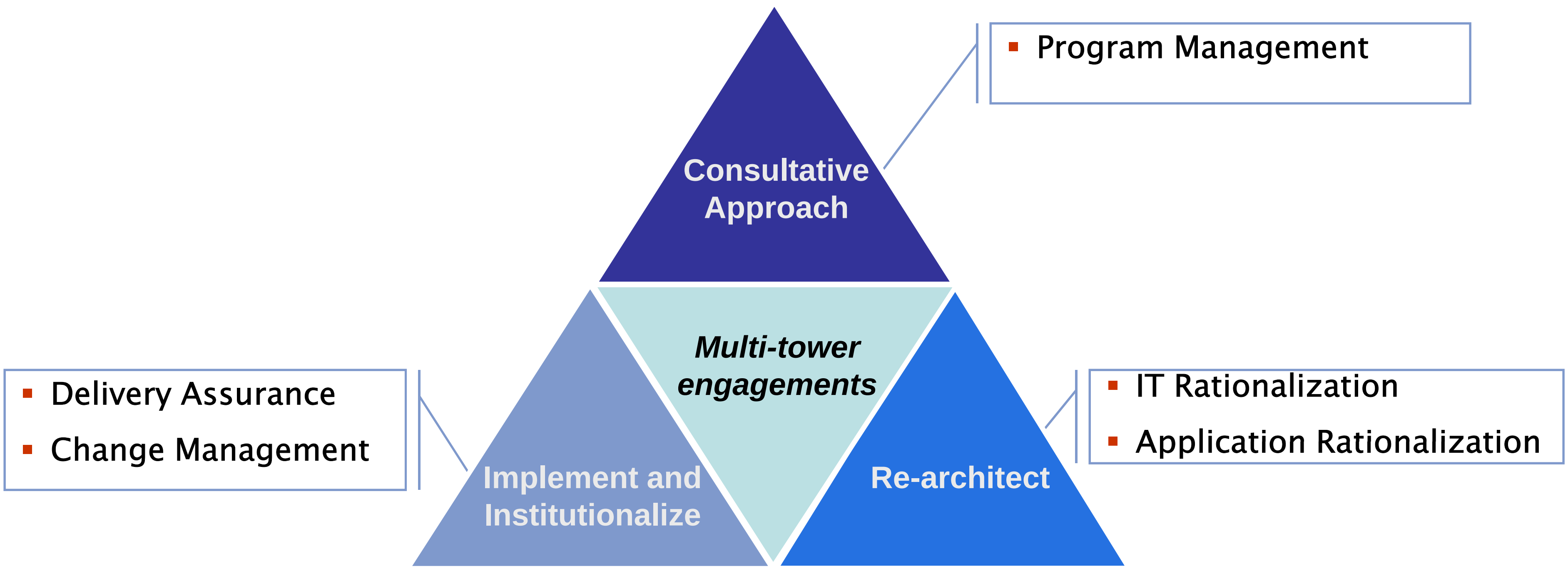
TIS		Infocrossing
Infrastructure Consulting & SI	⟷	Managed Data Center Services
Managed Services – Open Systems		Managed Services – Mainframe & Storage
Network Management		Non-linear delivery model
Business Service Management		
Service Desk		

Unleashing the value of Infocrossing acquisition

- A superior value proposition for Global IT Outsourcing Deals
  - Leveraging on Infocrossing's world class Data Center Services capabilities to address Global IT Outsourcing deals involving management of customer's strategic IT assets
- Augmentation of Service Portfolio
  - Augmentation of Managed Services portfolio through addition of Mainframe services
- Transformation from Remote Infrastructure Management to IT Infrastructure Outsourcing
  - Robust onshore front-end to address IT Outsourcing as opposed to only Remote Management

Comprehensive Service Proposition for Global Total Outsourcing

Global Programs – Transformational Outsourcing



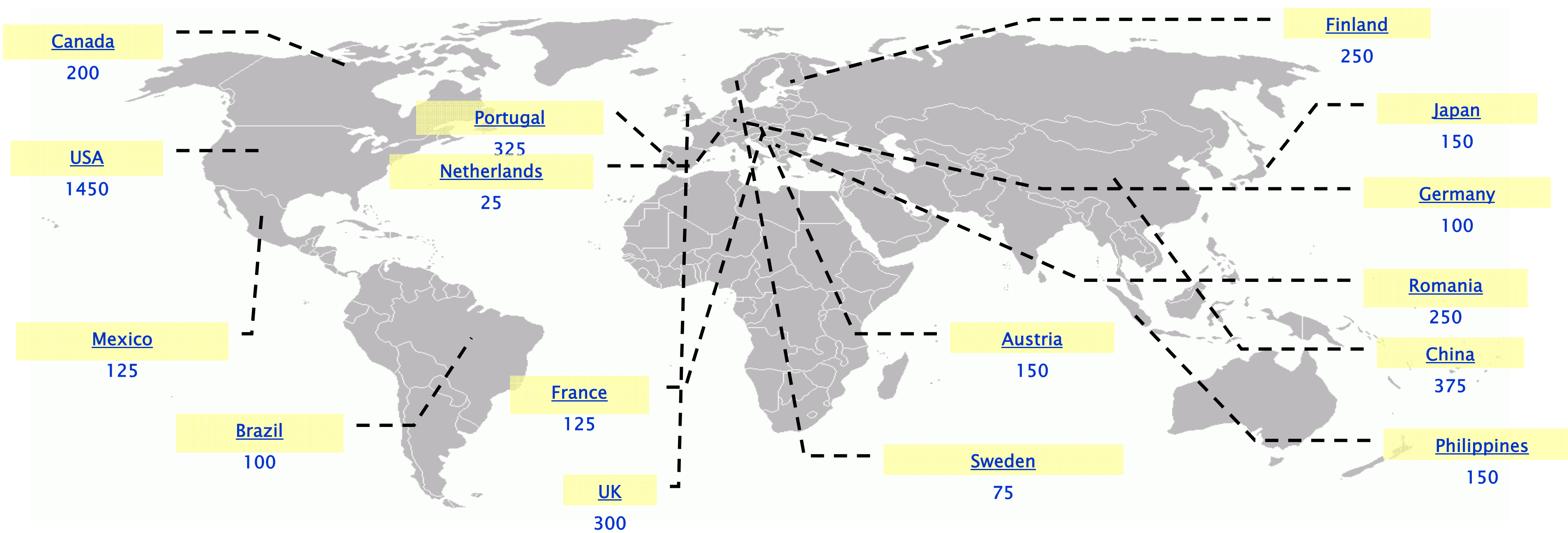
Refine solutions and increase focus on large, complex multi-tower engagements

Shaping the Future: 3. Best Shoring
Redefining the Delivery Model

Approach to Optimize Delivery Locations

- Design ideal mix of onshore, offshore and best shore based on client's business needs and value hierarchy.
- Provide integrated applications, BPO and ITO Service Delivery from Global Service Centers.
- Provide near-shore capabilities with specialized skills aligned with customers' business needs from Regional Centers.

Global Delivery Footprint to Deliver Best Shoring



Leverage growing global presence

Consulting as an Enabler

GEO GO-TO-MARKET

CONSULTING SERVICES

- BUSINESS PERFORMANCE
- IT PLANNING & GOVERNANCE
- ENTERPRISE ARCHITECTURE
- INDUSTRY SERVICES

CENTRAL SUPPORT SERVICES

- Dedicated MEGA / GAMA account alignment
- Single services channel for Verticals/ Accounts/ Analysts
- Comprehensive market-aligned advisory services
- Single accountability for thought leadership
- Single support services group

Consulting aligned to accelerate growth

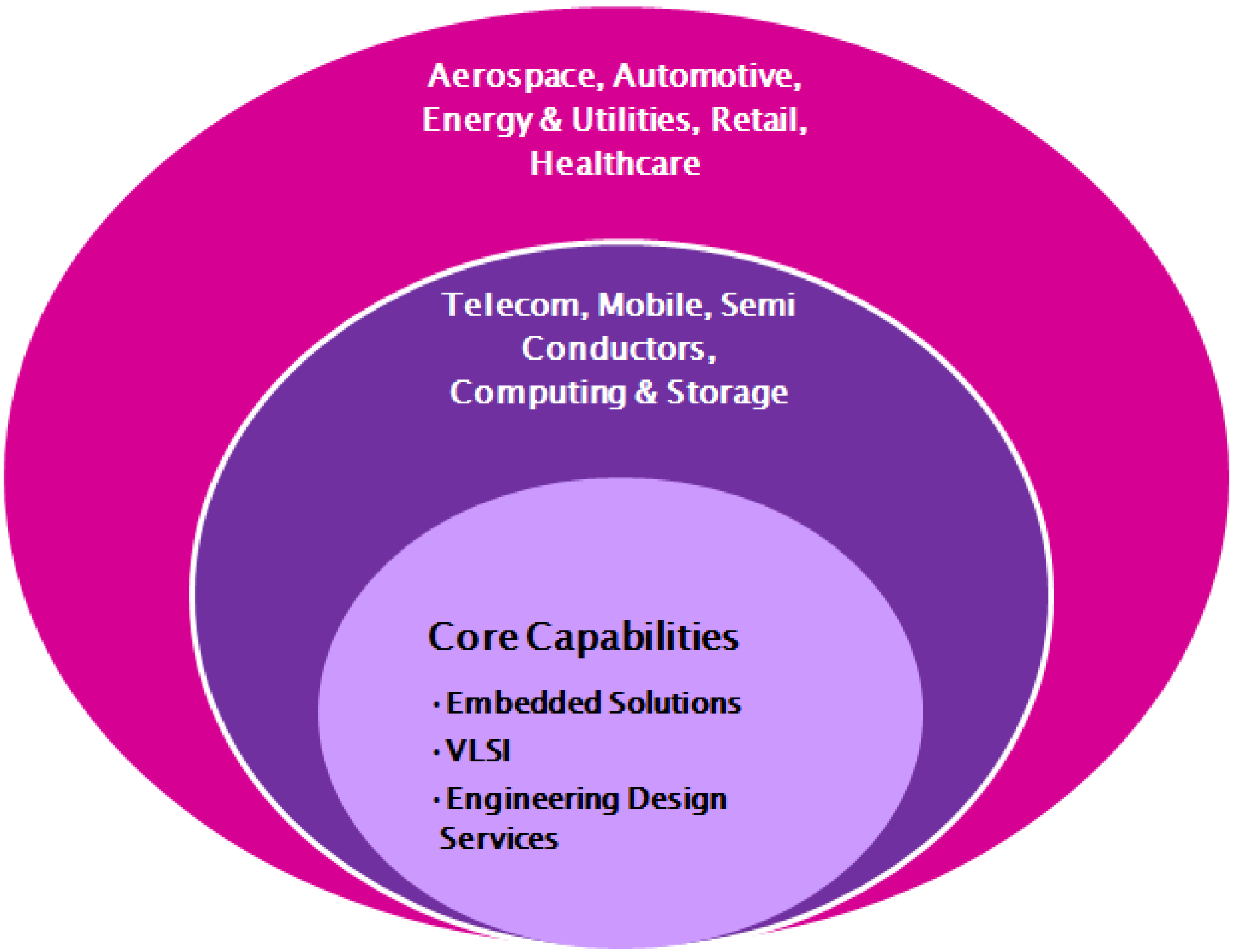
Partnership with Technology Leaders

CISCO | EMC² where information lives | Microsoft | SAP | ORACLE

- Enhanced customer value proposition
- Improved customer penetration and global go-to-market
- Co-innovation and Co-creation of Solutions
- Emerging Market Focus
- Synergistic Partnership ecosystem for the future

Mega Partnership help us leverage on untapped business potential with partners

Cutting Edge Product Engineering Services



PES addressing multiple market segments

Global Programs Team (GPT)

T.K. Kurien
Lee Fields

GPT: Mission

- Initiate and leverage relationships with leading global sourcing advisors and PE firms; Attain prime-referral attention; Realize up to 50% of TCV (Total Contract Value) wins from Influencer channel

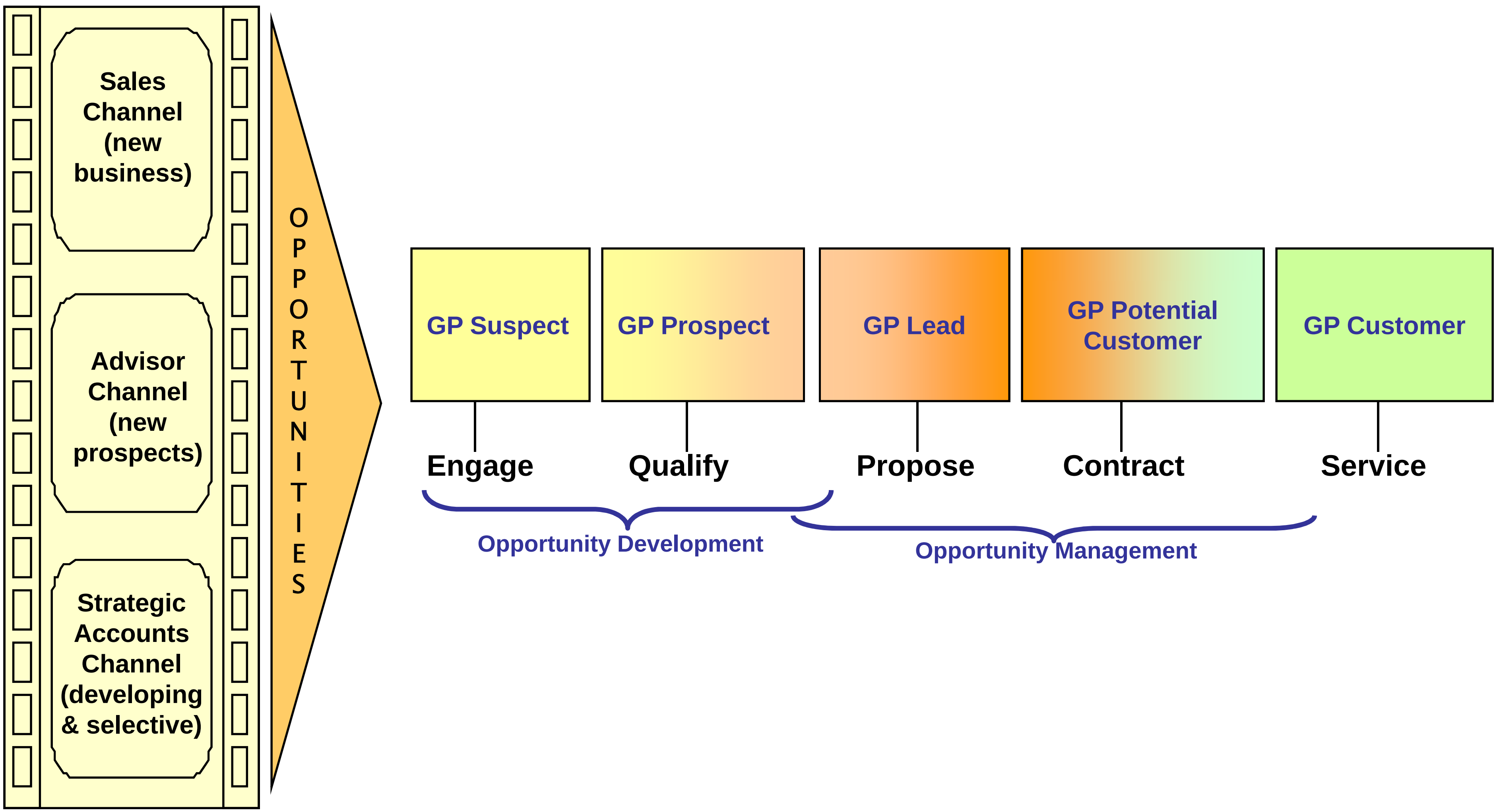
- Pursue large deals proactively with Wipro's existing Strategic accounts that have Global Programs potential; leverage account knowledge and relationship success to create proactive themes; Target top 10 accounts across SBUs and chase

- Build strong, experienced teams for driving CXO relationship and opportunity front ending; Engage with accounts 12 to 18 months in advance of the opportunity to develop relationships and knowledge of client needs and propose aligned solutions

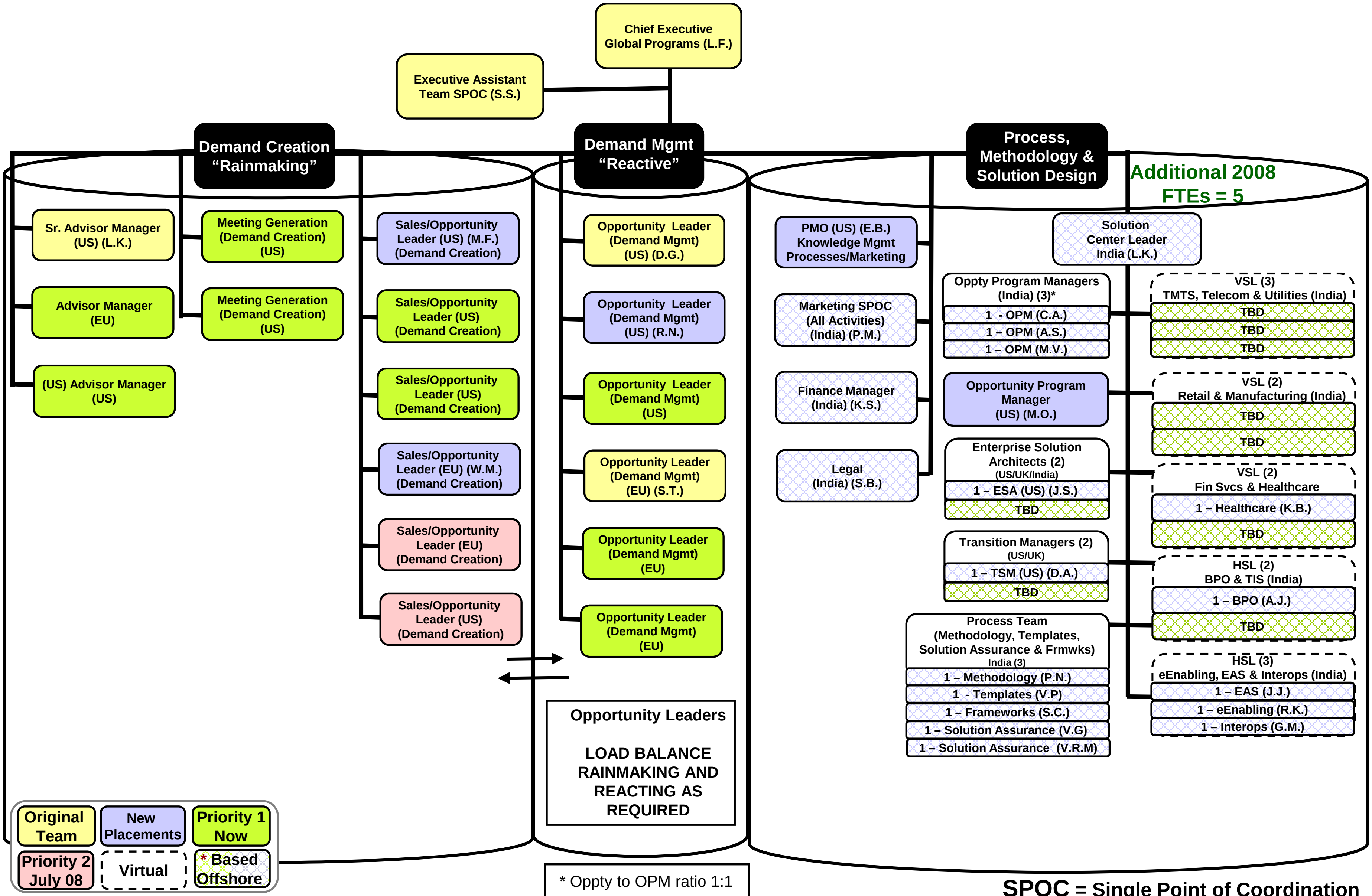
- Build and leverage creative outsourcing methodologies and differentiating solution offerings – Integrated IT/Business Process Solutions to penetrate accounts and perform Pre-deal consulting

- Own the complete bid management from Pre-RFX relationship building through RFX response and contract negotiation

The Macro process of “Global Programs” pursuits



Global Programs Team
(Functional Alignment)



SPOC = Single Point of Coordination

Rules of Engagement…collaborating on an opportunity

WIPRO Applying Thought

- Suspect — GP should be notified on the first sales call
- Prospect — GP should be notified 1 quarter in advance
- Lead — GP should be notified 1 month in advance

1. Opportunity notification should reach GP team well in advance
2. GPSC should be notified immediately
3. Opportunity leader should be identified within 5 days of notification
4. First qualification to be done in 1 week

Qualify Opportunity → **Plan and Strategize** → **Design Solution** → **Review and Refine** → **Negotiate and Contract** → **Sign-off & Service**

5. Opportunity information should be complete and comprehensive
   - Wipro history with the client
   - Relationship mapping
   - Competition information
   - Size, duration & scope
6. RFP based Qualification should be performed within 1 week of receiving RFP
7. Team should be formed within
   - 2 days for GPSC core team
   - 3 days for core solution team
   - 5 days for consulting SMEs
   - 7 days for review teams

8. Solution assurance reviews should be performed for every key milestone proactively
9. On-going qualification should be performed after every mile stone
10. GREEN team review plan should be announced at least 1 week in advance and documents submitted at least 3 days in advance
11. RED team review plan should be announced at least 2 weeks in advance and documents submitted at least 2 days in advance

12. Minutes of all key client, advisor and internal meetings should be documented and distributed to core team on the same day
13. All unresolved issues should be escalated upwards within 2 days of planned closure date
14. Deal status report should be published on a weekly basis religiously to all stakeholders
15. Win-Loss analysis should be performed within 5 business days along with formal recording of best practices, lessons learnt and reusable components captured

All of these macro Processes have full documentation

WIPRO
Applying Thought

Qualify Opportunity
- Wipro Capability assessment
- Competition assessment
- Cost of opportunity assessment
- Risk and feasibility assessment

Qualification Document

Qualification Review — Go / No-Go → END

Plan and Strategize
- Estimate, form core and bid teams
- Develop plans for Stakeholder mapping, Advisor interactions, Partnership initiation
- Develop DD / Site visits plan
- Develop Solution & commercial Strategy
- Prepare executive summary
- Perform BLUE team review

Bid Tracker, Strategy Document

Strategy Review — Go / Re-qualify / No-Go → END

Design Solution
- Develop win themes
- Create story board
- Develop response as per Story board
- Integrate solution across tracks
- Develop pricing and value proposition
- Develop Risk strategy
- Perform GREEN team review
- Refine Executive Summary & response

Response docs Commercial model

Solution review — Go / Re-qualify / No-Go → END

Review and Refine
- Execute risk strategy
- Develop negotiation strategy
- Validate and refine commercial offer
- Perform power-edits and quality checks
- Perform compliance & traceability checks
- Perform RED team review
- Finalize & submit proposal

Final Proposal Documents

Offer review — Go / Re-qualify / No-Go → END

Negotiate and Contract
- Execute negotiation strategy
- Re-execute risk strategy
- Seek Client feedback
- Seek Advisor feedback
- Perform internal review
- Reassess top-line and margins realization
- Prepare and present BAFO
- Finalize contract and submit to client

Contract Documents

Contract review — Go / Re-qualify / No-Go → END

Sign-off / closure
- Perform win / loss review
- Document best practices
- Document lessons learnt
- Capture reusable deal components
- Update GP repository
- Update GP win / loss ratio

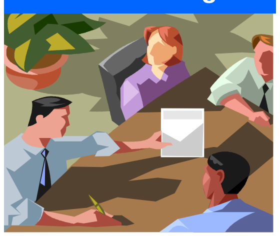
GP Repository updates → END

KNOWLEDGE MANAGEMENT & SOLUTION ASSURANCE THROUGHOUT THE PROCESS

Tools and templates

Qualify Opportunity

- Market Research (Client, industry, Competition)
- Opportunity Summary Note
- Qualification Tool
- Qualification Review Mtng.



Plan and Strategize

- Estimation Tool
- Bid Planner and Tracker
- Win Themes Guidelines
- Stakeholder mapping guidelines
- Advisor/ Influencer guidelines
- DD Planner and Tracker
- Proposal Writing Guidelines

Design Solution

- Standard Response Template
- Executive Summary Template
- Transition Plan guidelines
- Transformation guidelines
- Governance guidelines
- Program Management guidelines
- Risk & change Management guidelines

Review and Refine

- Solution Assurance Checklist
- GREEN Team Review Mtng.

- RED Team Review Mtng.

Negotiate and Contract

- Contract Review Guidelines
- Negotiation Guidelines
- Risk Management Guidelines
- BAFO decision meeting

Sign-off & Service

- Win-Loss Analysis Tool
- Win/Loss Analysis Mtng.

- Best Practices Note
- Loss Analysis Report

Functions

Opportunity Management

Account Manager
Opportunity Leader
Sales Head
Program manager

Client engagement

- Stakeholder mapping
- Advisor interactions
- Partnership initiation
- On-going feedback from client and advisor
- Relationship management

Opportunity manager
Enterprise Solution Architect
Transition Manager
Bid manager
Design team

Solution Design

- RFX response management
- Solution design
- Transition design
- Transformation design
- Delivery design
- Bid management
- DD management

Solution center leader
Process Leads
SIA Leads
Vertical & Horizontal SMEs, APEX

Solution Assurance

- Qualification
- Process management
- Solution quality management
- Guidelines and reviews

Delivery head
Delivery manager
Infrastructure team
Pre-sales team
Resource mgmt team

Operations support

- Staffing bid team
- Staffing program team
- Development center planning
- Travel and Logistics
- Site visits support
- Delivery preparation

Pricing & Contracting

- Commercial model
- Risk strategy
- Contract process
- Negotiation strategy
- Deal structuring

GP Finance Lead
Vertical BFM
Legal
HR

RACI…"who does what"

Key Functions	RESPONSIBILITY	AUTHORITY	CONSULTED	INFORMED
Client Engagement	Account Manager, Opportunity Leader	Sales Head	Executive Leadership Team	Pursuit Team
Solution Design	Opportunity Program Manager, Vertical SPOC	Opportunity Program Leader	Vertical & Horizontal SMEs & A/c teams	Solution Assurance Team
Operations Support	Delivery Head/ Manager	Vertical head	Opportunity leader / Program Manager	Solution Assurance Team
Pricing and contracting	Legal, HR, Finance, Account Manager	Finance Lead Sales, vertical head	Opportunity leader / Program Manager	Solution Assurance Team
Solution Assurance	Solution Center Leader	Chief Executive GP Team	Sales Head Vertical Head	SMEs

Note: detailed responsibilities within each track are listed in the attached excel sheet

GP RACI Matrix

Governance

- Initial Qualification Review
- Strategy Review
- Commercial Review
- Escalation management

Strategic Committee

GP Team
President, Strategic Deals
Chief executive, Strategic Deals

Vertical Team
SBU Head
Vertical Head
Sales head

- On-going Qualification Reviews
- Strategy Review
- GREEN Team Review
- RED Team Review
- Commercial/Legal Reviews
- Milestone Reviews

Executive Committee

GP Team
Opportunity Leader
Solution Center Leader
Finance Leader
Opportunity Program mngr

Vertical Team
Account Manager/ CEM
Bid manager
Business Finance Manager

- Transition Review
- Solution Review
- Transformation Review
- Proposal Review
- Milestone Reviews
- GREEN/RED team Reviews

Operational Committee

GP Team
Transition Lead
Enterprise Solution Architect
Process / SIA Leads

Vertical Team
Vertical Service Leads
Solution Architects
Track Leaders
Domain Leads

Horizontal Service Leads
eEnabling
ES-Enabling
EAS
TeS
TIS
BPO
Consulting

Thank you for your time