Wipro Limited

US Analyst Day, New York

November 16, 2009

Safe Harbor

This presentation may contain certain "forward looking" statements, which involve a number of risks, uncertainties and other factors that could cause actual results to differ materially from those that may be projected by these forward looking statements. These uncertainties have been detailed in the reports filed by Wipro with the Securities and Exchange Commission and these filings are available at www.sec.gov. This presentation also contains references to findings of various reports available in the public domain. Wipro makes no representation as to their accuracy or that the company subscribes to those findings.

Agenda

Time	Subject	Presenter
9:00 – 9:05am	Introduction	Rajendra Shreemal
9:05 – 9:35am	Business update	Suresh Senapaty
9:40 – 10:00am	Voice of the Customer	Martha Bejar
10:05 – 10:25am	Wipro BPO Overview	Ashutosh Vaidya
10:25 – 10:40am	Break	-
10:40 – 11:00am	Retail, Consumer & Transportation	Bhanumurthy BM
11:05 – 11:25am	21st Century Corporation	Kirk Strawser
11:30 – 12:00noon	Wipro Strategy	G. Paranjpe/S.Vaswani
12.00 to 1.00	Q & A	All
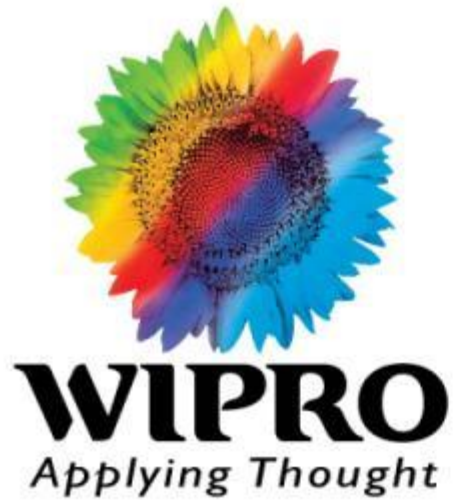
Business Update

Suresh Senapaty, CFO

Presentation Flow

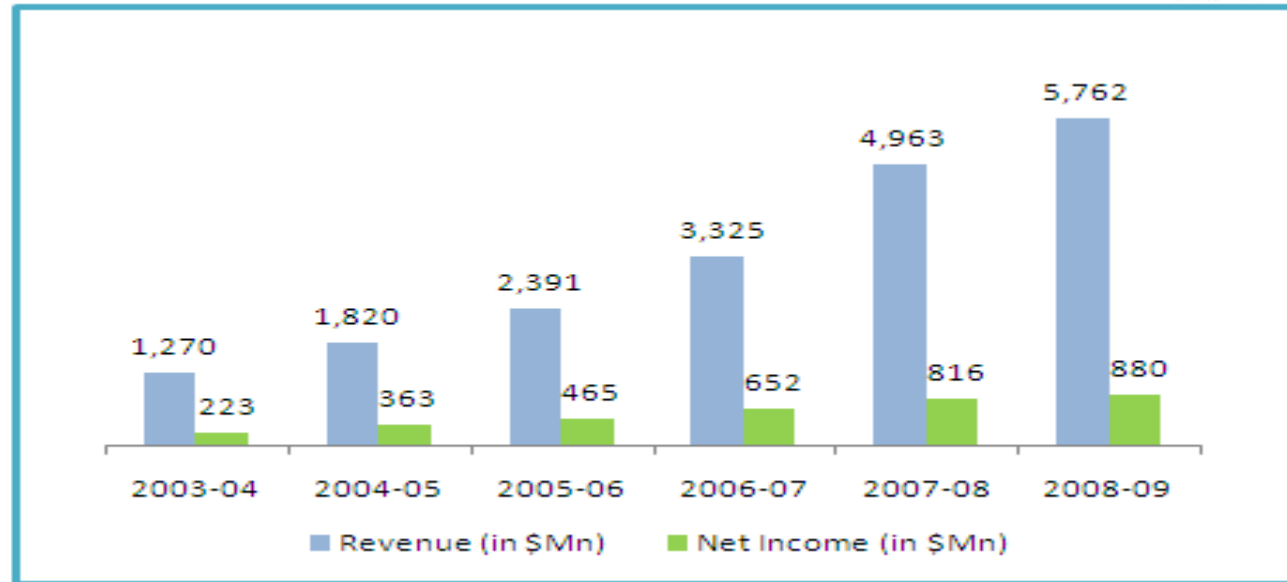1. Wipro Today – A Fact base

2. The Market Opportunity

Wipro Ltd has grown revenue at a 34%* CAGR and Net Income at a 30%* CAGR for the last 5 years
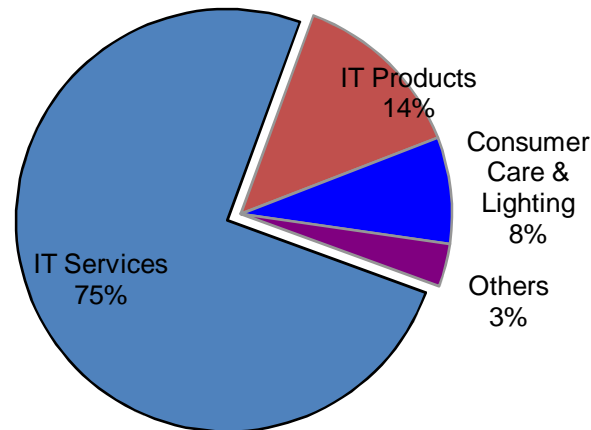
1. Incorporated in 1945
   – Businesses include
     - IT Business;
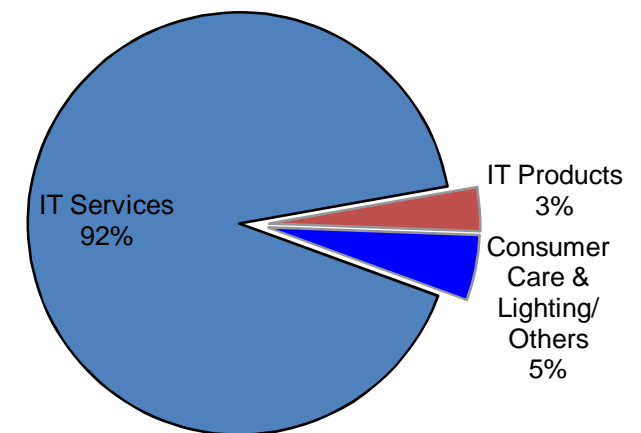   - Consumer Care & Lighting;
     - Infrastructure Engineering

2. IT Services revenue of $4.3 billion

Revenue (in $Mn) / Net Income (in $Mn)

	2003-04	2004-05	2005-06	2006-07	2007-08	2008-09
Revenue	1,270	1,820	2,391	3,325	4,963	5,762
Net Income	223	363	465	652	816	880

FY2009 Revenue Breakdown

- IT Products 14%
- Consumer Care & Lighting 8%
- IT Services 75%
- Others 3%

FY2009 Operating Income Breakdown

- IT Services 92%
- IT Products 3%
- Consumer Care & Lighting/ Others 5%

Wipro's IT Services Business has grown at a CAGR of 34% in the last 5 years

Sustained Growth

US$4.3 billion in Revenues in FY08/09

- Revenues of $2.1 billion in H1 FY09/10
- Part of NYSE's Technology-Media-Telecom (TMT) Index, NSE Nifty Index & BSE Sensex

Partner to Industry Leaders

840 Global clients

- 191 Fortune 1000/ global 500 clients
- 840 active clients as on Sep 30, 2009 with a repeat business ratio of over 98%

Attracts the Best Talent

97,891 Associates

- 97,891 associates from 65 nationalities
- One of the top 3 recruiters in India

Industry Expertise
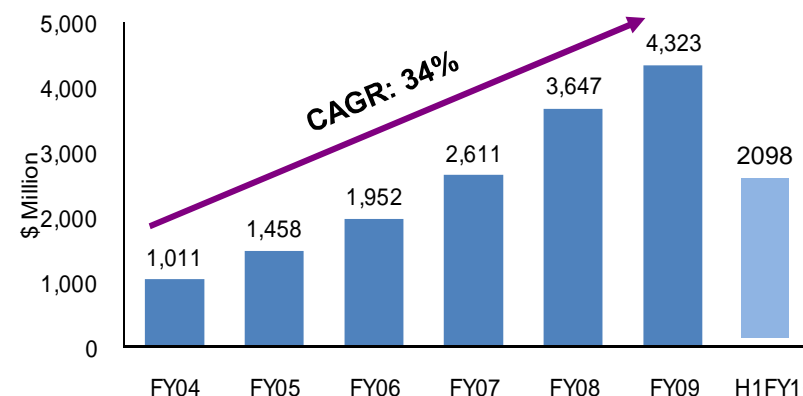
58 Centers of Excellence

- 58 CoEs to develop technology & domain accelerators solutions
- Emerging Technology areas for 'FY 09/10: Green, Cloud, Open Source , Mobility, Information Management, Collaboration, Social computing
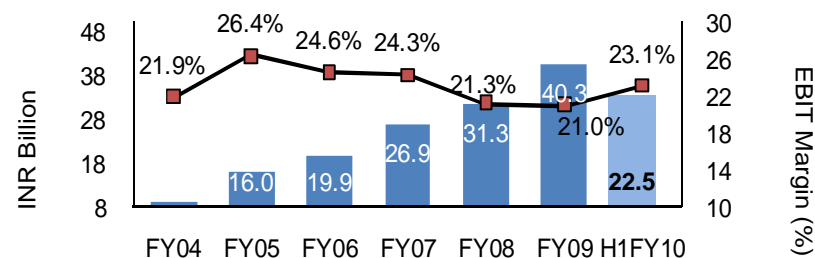
Global Presence

54 Countries

- 72 Global Development Centers

Revenues

Operating Income & Margins (%) [1]

Note: (1) Operating Income for FY05 to FY07 represents Global IT services while for FY08 and FY09 represents IT Services Segment owing to segment reclassification w.e.f. FY09
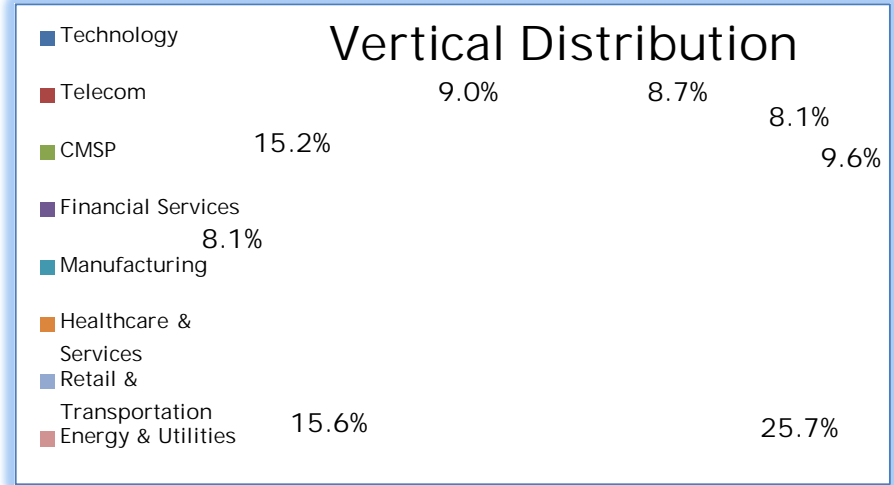
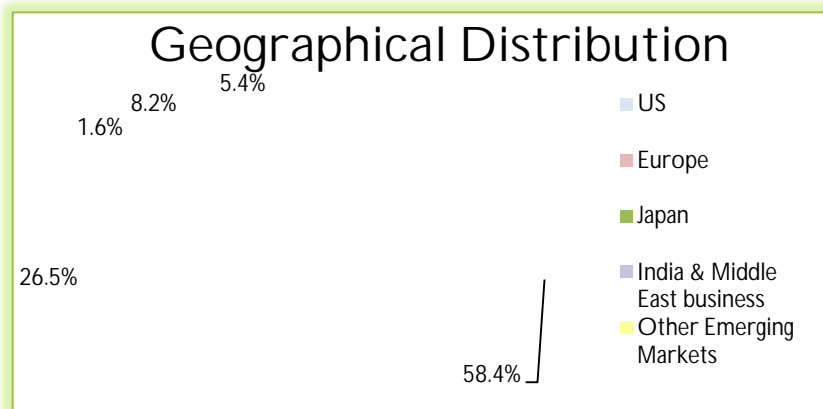# A diversified and de-risked broad based portfolio

Revenue contribution of Top customers for Q2'09-10

Customer Concentration (% of revenue)	
Top customer	2.7%
Top 5	11.3%
Top 10	19.7%

- No customer contributing more than 3%
- 403 customers with $1 million revenue on trailing 12 month basis

Vertical Distribution

- Technology
- Telecom
- CMSP
- Financial Services
- Manufacturing
- Healthcare & Services
- Retail & Transportation
- Energy & Utilities

9.0%   8.7%
8.1%
15.2%
9.6%
8.1%
15.6%   25.7%

- Diversified vertical portfolio, with no vertical contributing more than 30%

Geographical Distribution

5.4%
8.2%
1.6%
26.5%
58.4%

- US
- Europe
- Japan
- India & Middle East business
- Other Emerging Markets

- US contributes less than 60%
- Strong presence in India/ME/Emerging markets
- Balance to align "Global spend and Growth in spend"

Service Line Distribution

39.7%   20.6%
12.0%
3.9%   13.3%
10.5%

- Technology Infrastructure Services
- Testing Services
- Package Implementation
- BPO
- Product Engineering
- ADM
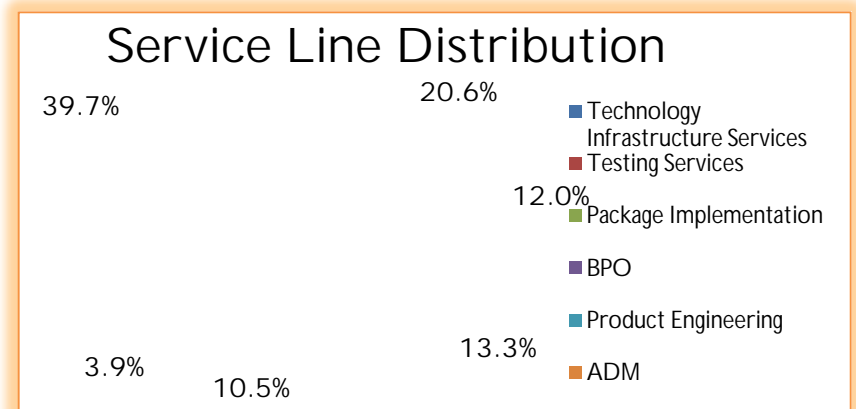
- Differentiated service lines contributing over 60% of Revenues
- Total integrated consulting revenues constitute >2% of Revenue

8

Margins have consistently improved in the last 4 quarters from 21% to 23.8%
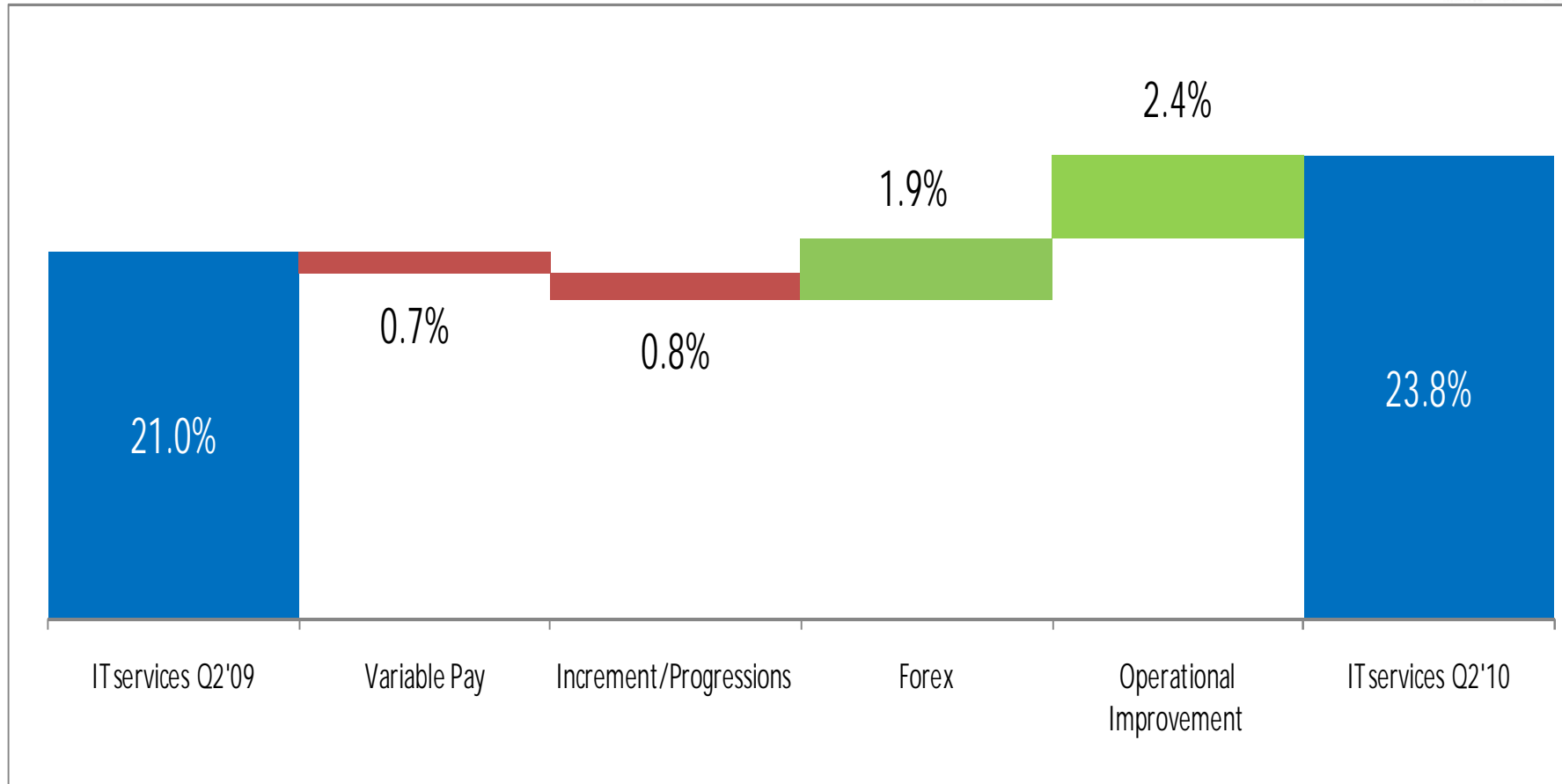
Operational Improvements driven through better price realization, improvement in off-shoring &utilization and better average cost

Leadership in our Non IT Business'

Wipro Consumer Care and Lighting

- Consumer Care and Lighting business recorded Revenues of Rs. 5.87 billion, a growth of 11% YoY and PBIT of Rs. 725 million, a growth of 13% YoY

- International Business had a great quarter with leading growth in Vietnam, China and Indonesia

- In our institutional business, we launched our premium furniture range last quarter which is doing well

- Santoor, our flagship brand, remains the #1 toilet soap brand in South India

Wipro Infrastructure Engineering

- Business environment in India recovers sharply

- Ambitious plans on Road projects generating a lot of positive sentiment

WIN-Eco-energy:

- Multiple contract wins in the Renewable Energy space, across a range of technologies

- Resounding endorsement of our value proposition with our customers

- Tie ups with product vendors and research institutions to bring IT integration domain skills into renewable energy space
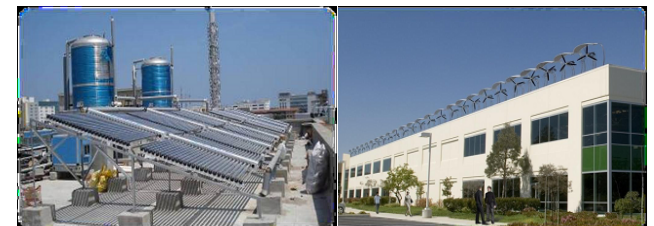
Consistent Track Record of meeting and exceeding investor expectations

Our Current Position

§ Annualized Revenues of $6 billion; Market Cap of ~$20 billion

§ ~100K people; 65 nationalities

Our Firsts

§ To articulate Values and Leadership Qualities (1973)

§ To introduce 360 degree Appraisal Systems (1994)

§ To use Channels to sell Computers (1981)

§ To introduce Employee Stock Options (1984). Framework from scratch

§ World first to be certified SEI-CMM/PCMM/CMMi Level 5 & adopt Six Sigma (1996-97) and Lean in IT Services

§ Indian company to be a part of NYSE TMT Index (2000)

§ To introduce Ombuds-process (2002)

Financials

§ Revenues greater than 480 of Fortune 1000 companies

§ Profits are greater than 750 of Fortune 1000 companies

Presentation Flow

1. Wipro Today – A Fact base

2. The Market Opportunity

Indian IT Industry Today

Indian IT-BPO Sector[1]: Revenue Aggregate and Share of GDP

(USD billion)

Chart data:

	FY2004	FY2005	FY2006	FY2007	FY2008	FY2009E
Exports	13.4	18.2	24.2	31.8	40.9	46.3
Domestic	8.2	9.9	13.2	16.2	23.1	24.3
Percentage of GDP	3.6%	4.1%	4.6%	5.2%	5.5%	5.8%
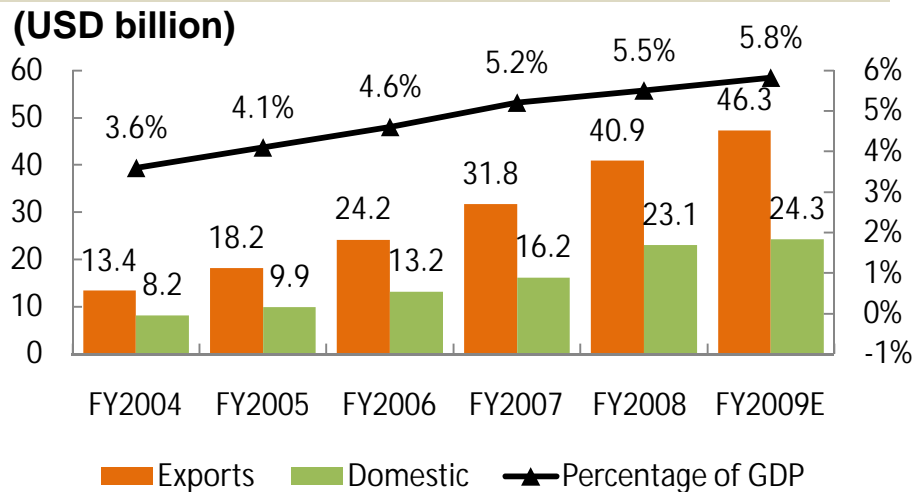
- Indian IT Industry – $60 Bn; exports at ~$ 50 Bn up from $150 Mn in 1990

- India => Most preferred offshore destination

- Innovation and scale

- Expansion into new markets

- MNCs integral part of the industry

- Focus on cost efficiencies and customer value

(1) Domestic IT BPO numbers include Hardware
9Source: NASSCOM

Off-shoring to India Still Remains a Very Small Part of the Overall Spend

WIPRO
Applying Thought

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

Indian Exports As
% of Global Spend

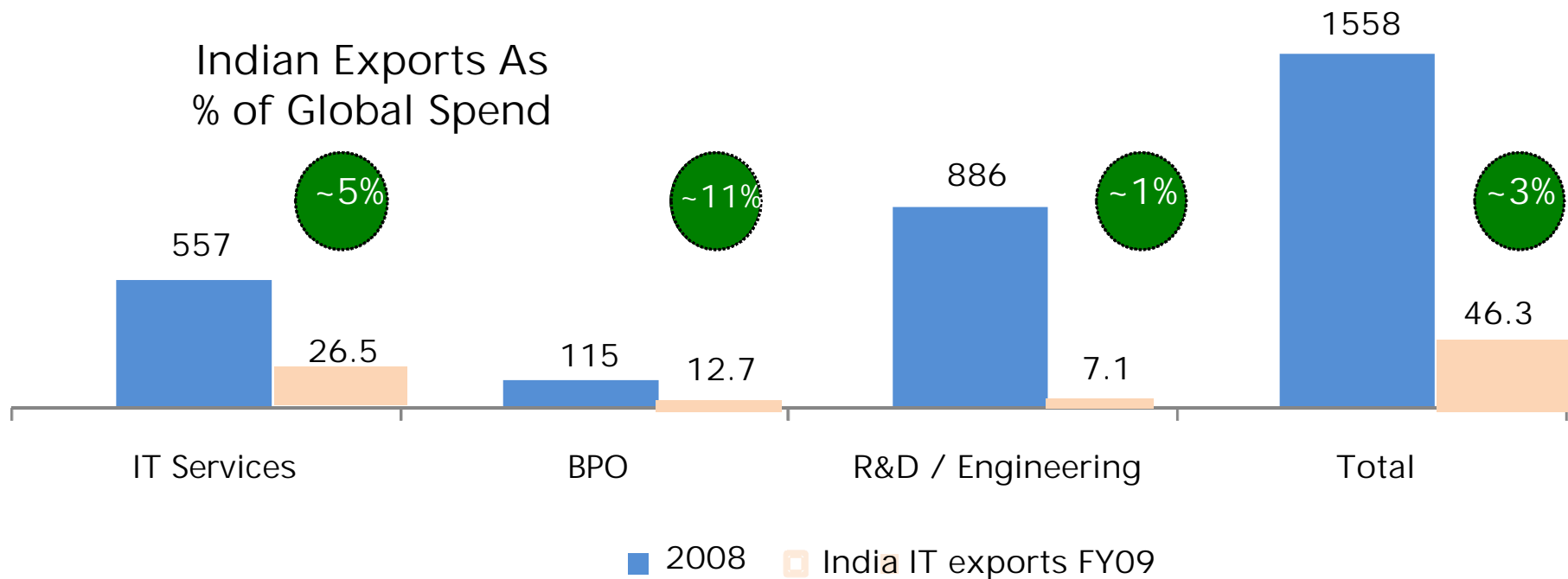|	IT Services	BPO	R&D / Engineering	Total
2008	557	115	886	1558
India IT exports FY09	26.5	12.7	7.1	46.3
Indian Exports As % of Global Spend	~5%	~11%	~1%	~3%

Legend: ■ 2008   □ India IT exports FY09

- Despite the growth India has seen in Global IT Services market, it is still a very small proportion (~3%) of global spend

India Off-shoring market is expected to grow at a CAGR of ~13-19% through 2020

India's offshore IT and BPO exports ($B)

CAGR of 29%

~225-310

With Focused Initiatives & Innovation

~175

With Current Initiatives

CAGR of 13% to 19%

Year	Blue	Orange	Total
FY00-01	5.3	0.9	6.2
FY04-05	13.1	4.6	17.7
FY05-06	17.3	6.3	23.6
FY06-07	23.0	8.4	31.4
FY07-08	29.4	10.9	40.3
FY08-09	34.5	12.8	46.3
2011	35.0	25.0	~60
2020E			~175 / ~225-310
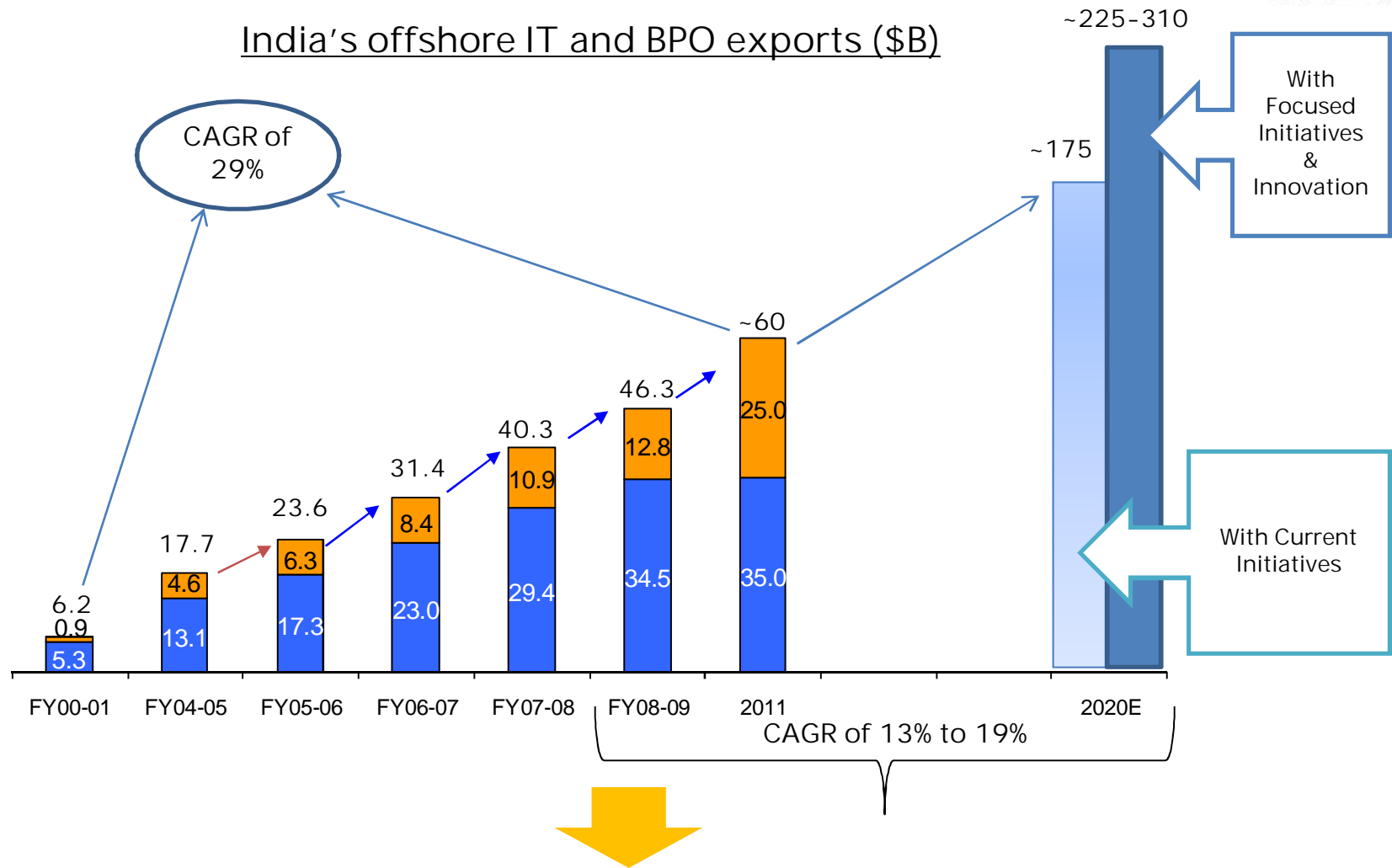
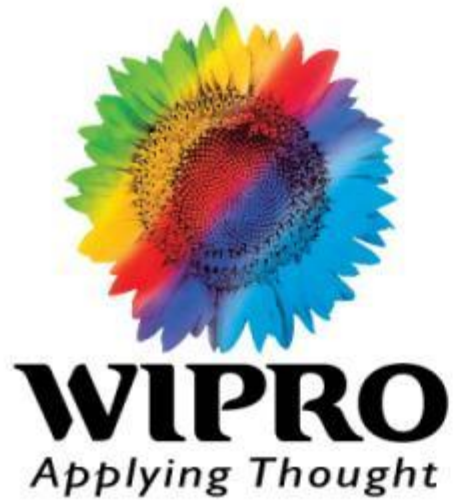## Long Term Fundamentals of the India Off-shoring story remain intact

Summary

- Continue to deliver strong growth and operating profits across IT and Non IT Business'

- Consistent margin improvements. Delivered a 279bps margin improvement in the last 4 quarters

- Systematic focus on driving business model change has Increased FPP mix by almost 10% in the last 6 quarters

- ROCE for IT Services business increased from 39% for FY09 to 46% at the end of Q2 FY10

Broad based recovery across verticals and services lines in IT Services Business– Guidance of 2.5%-4.5% for Q3 FY10

Voice of the Customer

Martha Bejar, President, Global Sales & Operations

Situation a year ago

"Lets Survive first and then plan to Thrive"

"I want at a max; 12 month payback"

"Lets put that on the back burner"

"Do more with less"

"Businesses can't afford to make a risky investment"

"Think big with a small budget"

"In this economy, businesses turn to IT for ways to cut costs, increase employee productivity, and build competitive differentiation."

Voice of the Customer

- Focus is on Value: performance (efficiency) and cost (savings)
    - Performance: quality , reliability, security
    - Cost : ability to quantify savings - NOW
- Maximize Existing Investments
    - Optimizing existing IT landscape
    - Helping customers get on board a transformational journey
- New models of engagement
    - Risk – Reward models of engagement
    - SLA Based engagement framework
- Solving business problems v/s selling solutions
- Delivery / Execution Excellence a must
    - Create Value, Create Growth
    - Transformational deal handling capability
    - Sound go-to-market strategy
- Integrated service offering
    - Consulting led IT solutions
    - Best In Class partnerships

What makes Us Unique

Large transformational deals

Consulting led deals

Wipro's Service Lines

Differentiated offering

Sharing risks

Risk – Reward /SLA Driven engagements

Investing in large strategic acquisitions

String of pearls to large acqts.

Wipro's Business Units

Segment Focus

Innovative engagement models

Co-innovation

Operational Excellence

Key Field Focus Areas

1 Creating Customer Value / satisfaction

2 Game Changing Solutions

3 Driving Sales Operational Excellence

4 Mature Markets & Emerging Markets

Creating Customer Value/ Satisfaction

Business Benefits

PACE – Performance and Capital Efficiency

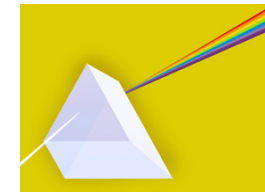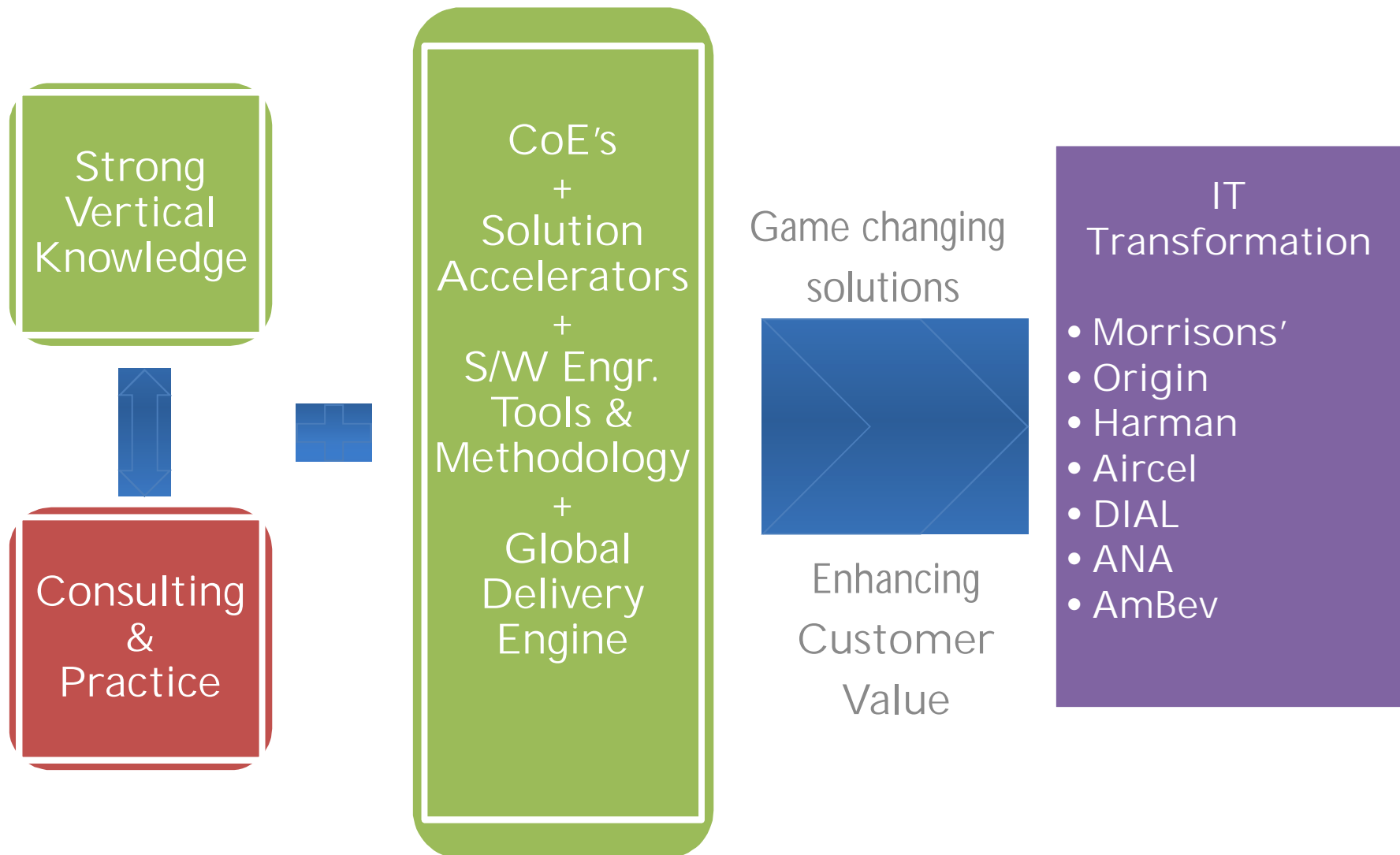| Productivity	Performance	Transformation
Operations-centric benefits	Business-centric benefits	Transformation benefits

Consulting, IT, Infrastructure & BPO Services

- IT Planning & Governance
- Application Management
- IT Infrastructure Services
- BPO Services
- Independent Testing
- Enterprise Security

- Industry domain Consulting
- Custom Application Development
- Enterprise Application Services
- Enterprise Architecture
- Enterprise Business Integration
- Business Intelligence & Performance Management
- Information Management
- Portals, ecommerce and Usability
- Risk Compliance and Assurance

- Business Transformation
- Functional Excellence
- Business Process Excellence
- Technology Enabled Innovation
  - Service Oriented Architecture
  - Unified Communications
  - Enterprise 2.0
  - Cloud / SaaS Services
  - Platform BPO

Game Changing Solutions: More for More

Strong Vertical Knowledge

Consulting & Practice

CoE's
+
Solution Accelerators
+
S/W Engr. Tools & Methodology
+
Global Delivery Engine

Game changing solutions

Enhancing Customer Value

IT Transformation

- Morrisons'
- Origin
- Harman
- Aircel
- DIAL
- ANA
- AmBev

Driving Sales Operational Excellence

Account Management
- Understanding Of Customer 's Business
  - Solving Customer Problems
    - Services and Solution Knowledge
      - "Relationship" Selling
        - Delivery Excellence

- Field Sales Training and Readiness

- Recognition and Performance Management

- Sales Process and Tools

Expanding our global footprint

WIPRO
Applying Thought

USA
New York, New Jersey –
Headquarter
Mountain View
Seattle
Chicago
Dallas
Houston
Minneapolis
Atlanta
Boston
Columbus
Miami
Nashville
Troy
Brea
Infocrossing:
Broomfield
Dayton
Jefferson City
Leonia
Norcross
Omaha
Phoenix
Roselle (Chicago)
Tampa
Tempe
Westwood
Woodland Hills

Canada
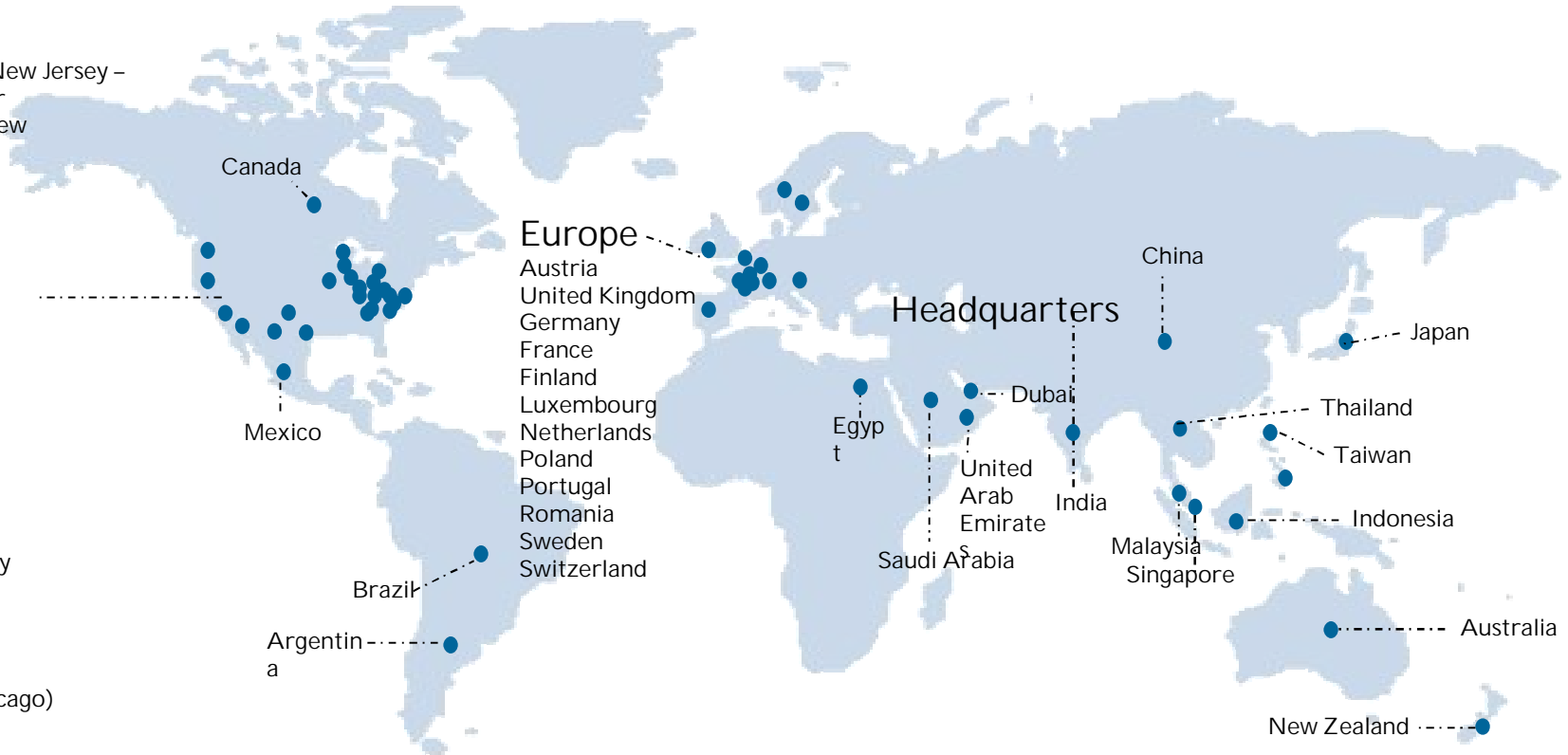
Europe
Austria
United Kingdom
Germany
France
Finland
Luxembourg
Netherlands
Poland
Portugal
Romania
Sweden
Switzerland

Mexico

Brazil

Argentina

Headquarters

China

Japan

Egypt

Dubai

United Arab Emirates

Saudi Arabia

India

Thailand

Taiwan

Indonesia
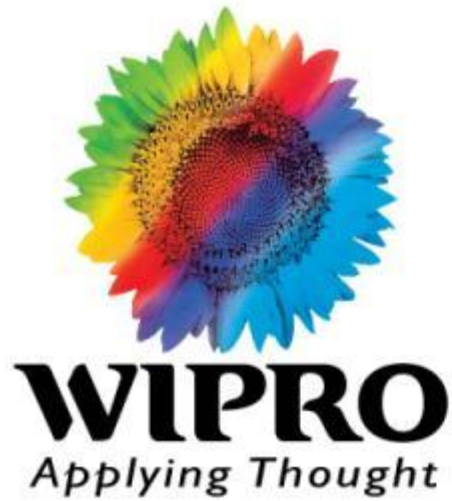
Malaysia
Singapore

Australia

New Zealand

Focus on Mature markets and Emerging markets

Applying Thought – Creating Value – Driving Customer Enthusiasm

All this for just one reason…

Function
Business ~~Process~~ Outsourcing

Transformational Solutions for Back <u>AND</u> Front Office
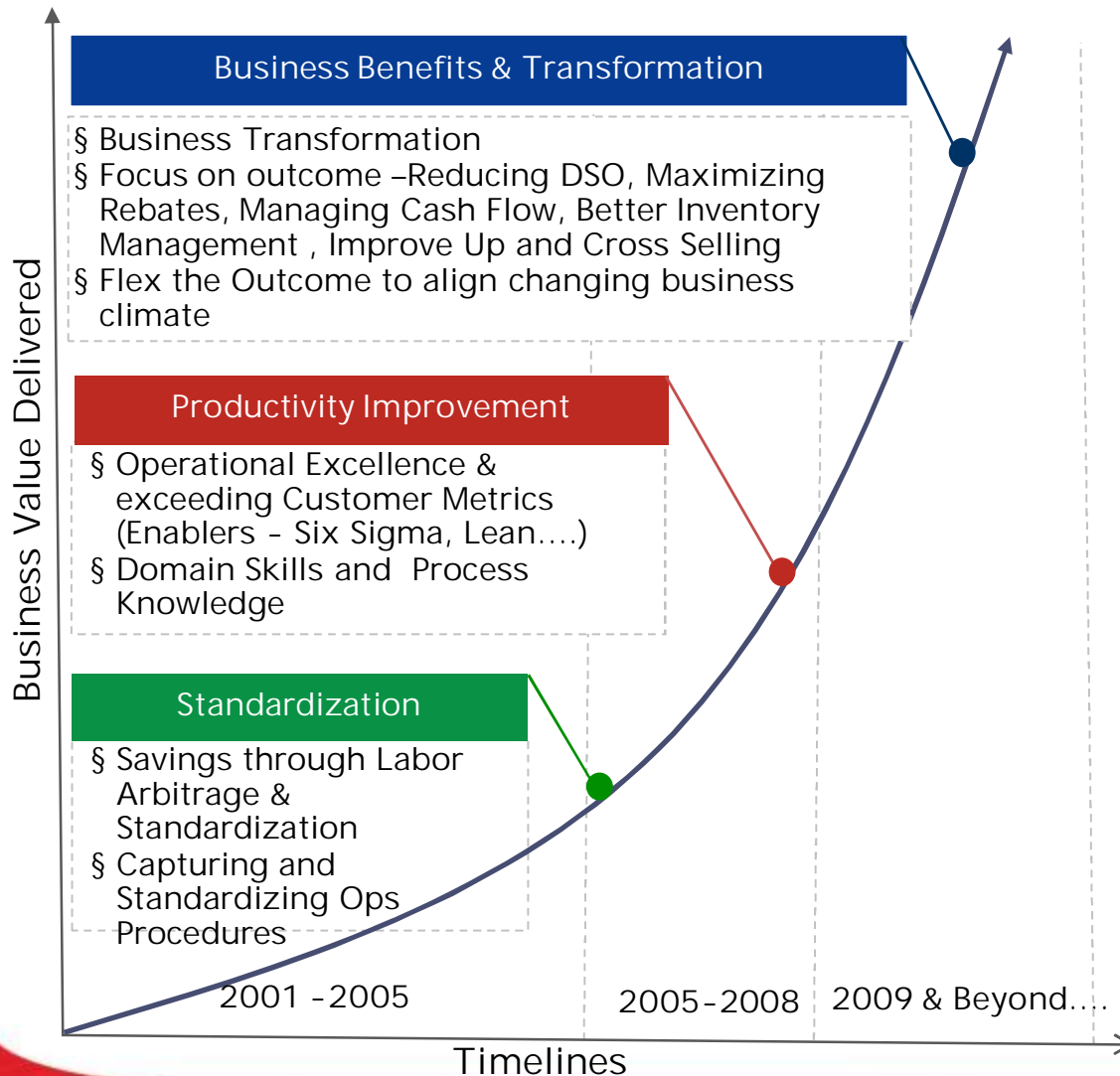
Ashutosh Vaidya, Sr. VP & Head, Wipro BPO Solutions

Contents

Evolution of BPO : taking it beyond 2010 ....

Business Value Delivered (y-axis)
Timelines (x-axis)

Business Benefits & Transformation
§ Business Transformation
§ Focus on outcome –Reducing DSO, Maximizing Rebates, Managing Cash Flow, Better Inventory Management , Improve Up and Cross Selling
§ Flex the Outcome to align changing business climate

Productivity Improvement
§ Operational Excellence & exceeding Customer Metrics (Enablers – Six Sigma, Lean….)
§ Domain Skills and Process Knowledge

Standardization
§ Savings through Labor Arbitrage & Standardization
§ Capturing and Standardizing Ops Procedures

2001 -2005   2005-2008   2009 & Beyond….

Customer Benefits

- **Adding Value, not just cost savings**
- **Transformational Gains**
- **Business Insights**
- **Making the costs variable**

- **Efficiency Gains**
- **Quality and Repeatability**
- **Knowledge Capture and Management**

- **Process Standardization**
- **Labor Cost Savings**

Voice of the Customer

What are they looking for?

| "Transformation" – Gains beyond mere Cost Savings	Can BPO Outcome align to changing business climate?	Managing Complex Regulatory and Compliance Issues	Vendor Consolidation
☐ Volume SLA's are inadequate & outdated ☐ YoY efficiency gains are table stakes ☐ Will you facilitate delivery of Business Results?	☐ Shift in Priority – E.g. "Growth" in H1 08 to "Conserving Cash" in H2 08 or Better Consumer Exp Vs Cost of Service ☐ M&A leading to Plethora of business apps: E.g. SAP in the company but Oracle/ JDE in acquired org. ☐ Ability to redirect the processing engine ☐ Nimble Contract to facilitate this change	☐ Multi Country VAT ☐ Revenue Recognition norms under IFRS/GAAP ☐ SOX Compliance	☐ Global Scale – Language, proximity, local biz needs ☐ Reduced Governance costs with Effective and common dashboard ☐ Ability to shift work across locations ☐ Uniform quality standards

Intelligent Outsourcing – NOT just "My Mess for Less"

Wipro BPO Transformation – Story of Last 2 Years

WIPRO
Applying Thought

- **Expanding the Range of Back Office Services**

Non-Voice
31%
Voice
69%

Voice
48%
52%
Non-Voice
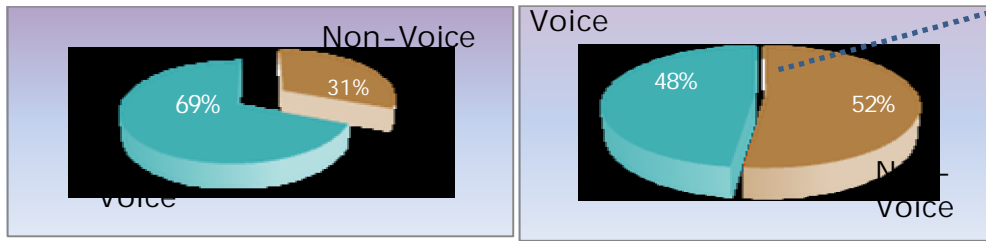
§ Global Multilingual P2P, R2R, O2C
§ Largest 3Rd party provider Securities BO
§ Integrated HRO Solution – Pay Per Drink
§ Pharma Covigilence
§ Marketing
§ Master Data Management
§ LPO

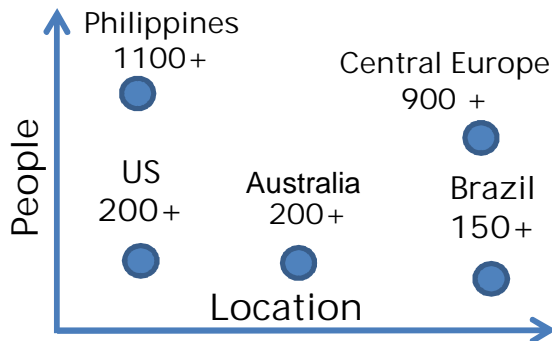- **From "Call Centre" to "Front Office"**

Adding Web/Chat/Mail to the spectrum

Voice /Text Analytics/ CRM insights

L1-L4 Depth in Tech Help Desk

- **Investing in Technology Innovation and Domain Expertise**

- **Global Footprint – added 12 Centers from Adelaide to Curitiba**

People

Philippines
1100+

Central Europe
900 +

US
200+

Australia
200+

Brazil
150+

Location

§ 5 Centers in Eastern Europe
§ Cover all major languages
§ 97% + Local hires
§ Near shore solutions for US and Australia

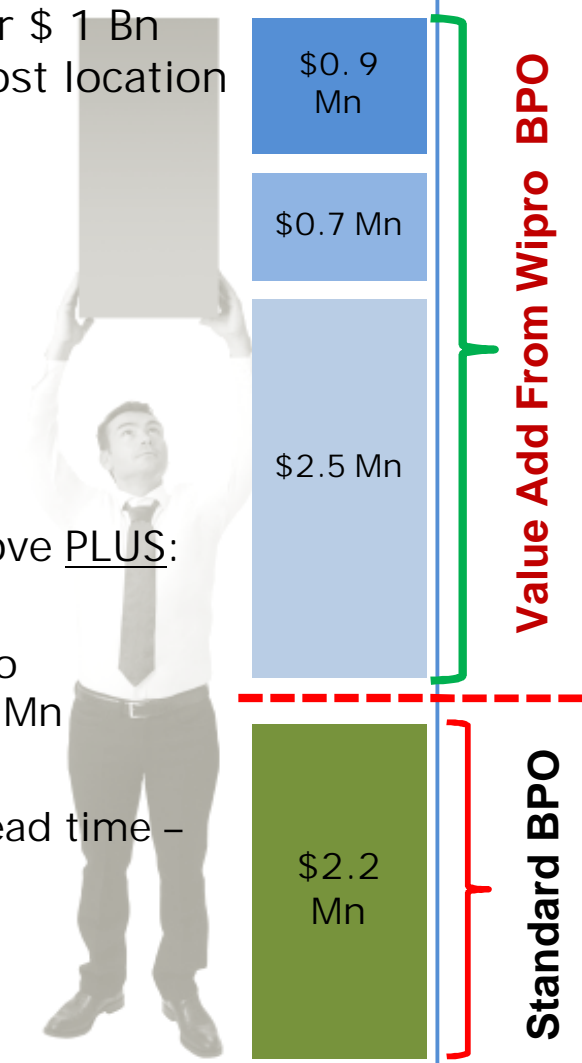**Last 4 Quarters: Continuous OM Expansion**

Illustration : Value Addition Beyond Just Savings

<u>Scenario</u>: 100 strong team for Order Management Function for $ 1 Bn business. Great "Business as Usual" Outsourcing from a low cost location will:

- Save $ 2.2 Mn on a cost base of $ 6Mn
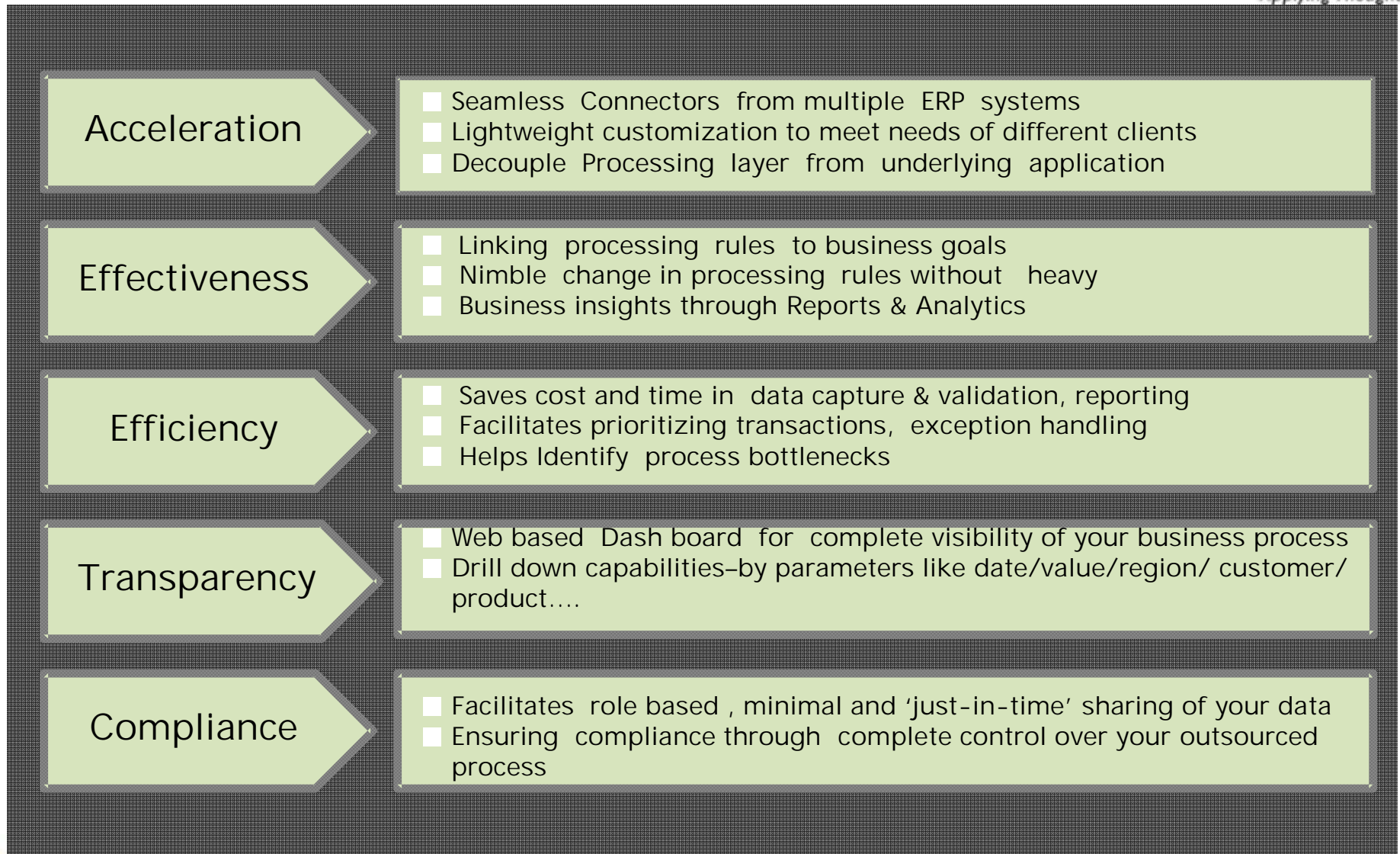- Improve process accuracy by 10-30%
- Cut backlog of pending orders

Move over to "Transformational Outsourcing" to get all the above <u>PLUS</u>:

- Cut DSO by 5-15 days - saving **$** 2.5 Mn in Cost of Capital
- Prioritizing Processing for Orders by complexity/lead time to manufacture. Cut WIP and FG inventory by 5% saving $ 0.7 Mn
- Cutting down inventory Write off by 2-3% $ 0.9Mn
- Improved adherence to Customer Required Delivery (CRD) lead time – Improved CSAT
- Ensure high value orders are cleaned and logged in time for predictable revenue guidance – priceless!!
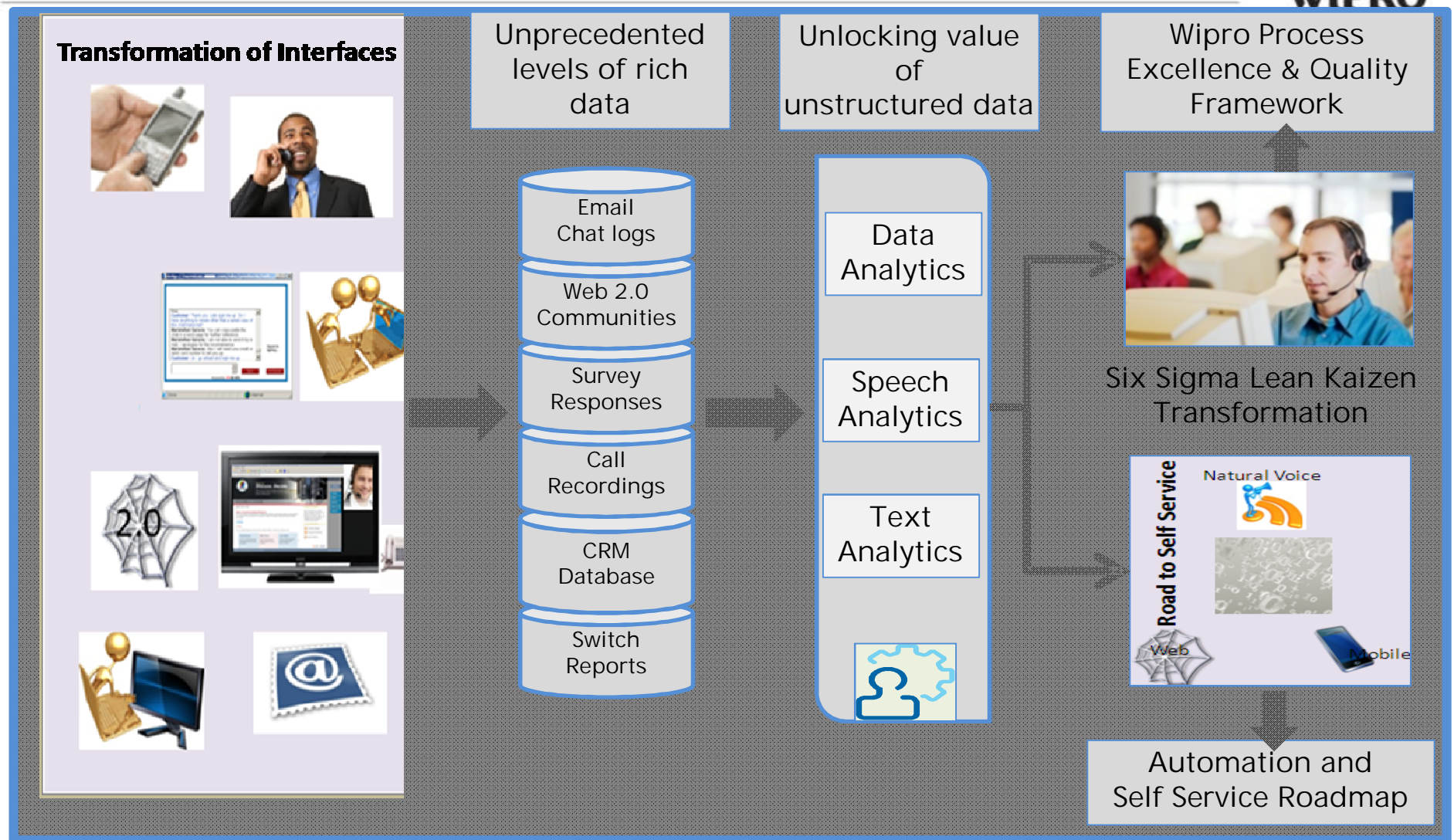- More benefits depending on the customers needs

Business As Usual

$0. 9 Mn

$0.7 Mn

$2.5 Mn

$2.2 Mn

Value Add From Wipro BPO

Standard BPO

Base))) – Our Technology Toolkit for Back Office Transformation

WIPRO
Applying Thought

Acceleration
- Seamless Connectors from multiple ERP systems
- Lightweight customization to meet needs of different clients
- Decouple Processing layer from underlying application

Effectiveness
- Linking processing rules to business goals
- Nimble change in processing rules without heavy
- Business insights through Reports & Analytics

Efficiency
- Saves cost and time in data capture & validation, reporting
- Facilitates prioritizing transactions, exception handling
- Helps Identify process bottlenecks

Transparency
- Web based Dash board for complete visibility of your business process
- Drill down capabilities–by parameters like date/value/region/ customer/ product….

Compliance
- Facilitates role based , minimal and 'just-in-time' sharing of your data
- Ensuring compliance through complete control over your outsourced process

Transforming the Front Office

Transformation of Interfaces

2.0

Unprecedented levels of rich data	Unlocking value of unstructured data	Wipro Process Excellence & Quality Framework

Unprecedented levels of rich data
- Email Chat logs
- Web 2.0 Communities
- Survey Responses
- Call Recordings
- CRM Database
- Switch Reports

Unlocking value of unstructured data
- Data Analytics
- Speech Analytics
- Text Analytics

Six Sigma Lean Kaizen Transformation

Road to Self Service

Natural Voice

Web

Mobile

Automation and Self Service Roadmap

Better Consumer Experience, Lower Cost of Service, Revenue Opportunities

Creating a Unique Value Proposition

Holistic approach to transformation
With Consulting, BPO and IT
- Review Business model
- Aligning policies
- Technology changes
- Process improvements

Consulting

BPO

IT
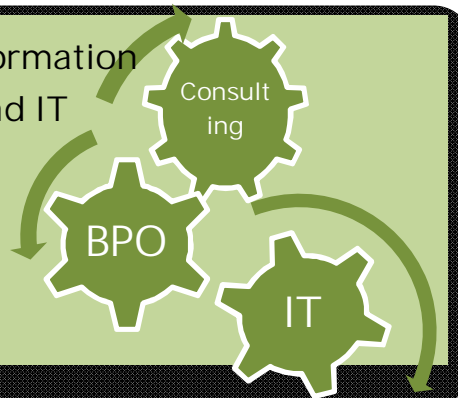
Technology Innovations for Front Office
- Speech Analytics
- Leveraging Artificial Intelligence for voice and chat automation
- Rev generation ideas by combining CRM+ Analytics+ Xpert Connect

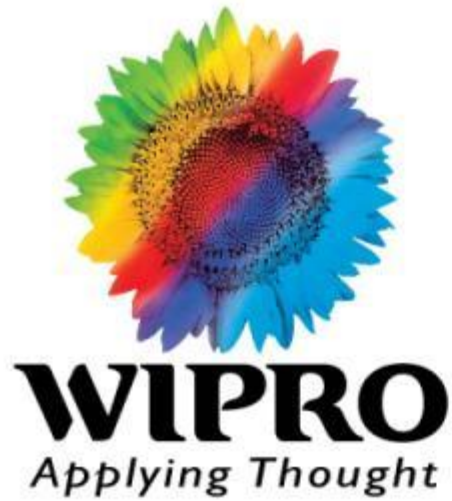Wipro's Value Proposition

Empowering BackOffice with
Base)))

- Acceleration
- Effectiveness
- Efficiency
- Transparency
- Compliance

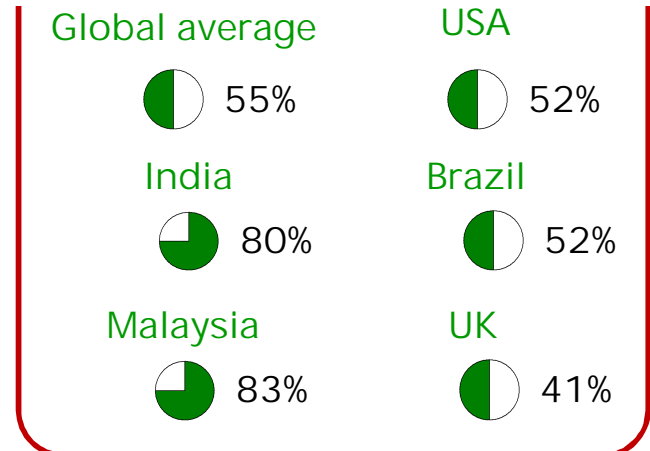Achieving Functional Goals , Not just Process Efficiencies

Retail, CPG & Transportation

Building Sustainable Competitive Advantage

Bhanumurthy BM, Sr. VP & Head, RCTG

Spend or save : Still a dilemma?

	Global average	USA
	55%	52%
	India	Brazil
	80%	52%
	Malaysia	UK
	83%	41%

		Global average	US	UK	India
1	Put it in a bank (savings /cash deposit)	35%	29%	34%	52%
2	Pay off / pay down debt	17%	35%	23%	6%
3	Spend it on something fun (holiday or luxury goods et al)	15%	7%	22%	7%

	US	UK	India
Purchasing a car	14%	16%	5%
Purchasing a home	7%	6%	11%
Adding onto a home	10%	7%	30%
Going on a holiday overseas	23%	10%	22%

Source: Synovate Global Money and Finance Survey, Nov 2009

A roller coaster year, bouncing back!

Stringent Environment

- Unemployment at 10.2%
- YOY retail shrink has increased to $36.5B
- IATA forecasts $ 11B net loss for 2009
- Average basket size declined by 10% to 20% for luxury goods and grocery basket increased by 8%

Demanding Customers

- Constrained spending
- Spending on essentials, fewer trips
- Customers Shifting towards private labels
- Demanding seamless experience across channels
- "Go-Green" is gaining acceptance

Industry Landscape

- eCommerce growth at 12% and expected to be $ 335B by 2012
- Downstream segments eating into market share
- CPG companies moving beyond customer insight to customer foresight
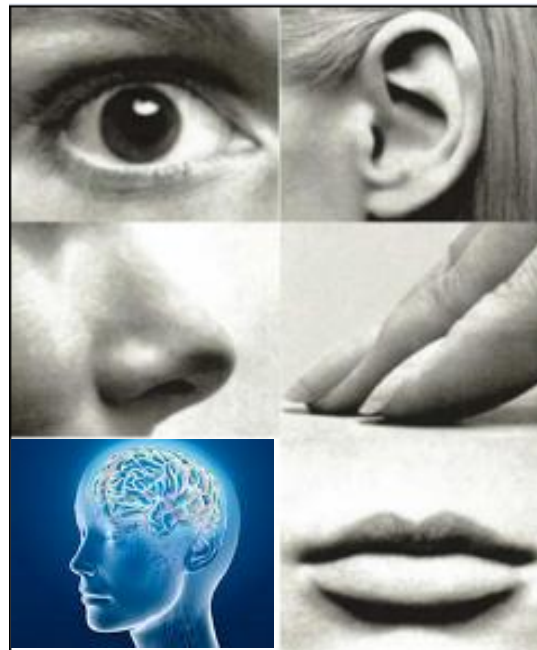
Key Trends

| Superior Customer Experience | Competitive Cost Structure | Industry Efficiency |

Our Vision Unlimited

**Be a result-oriented
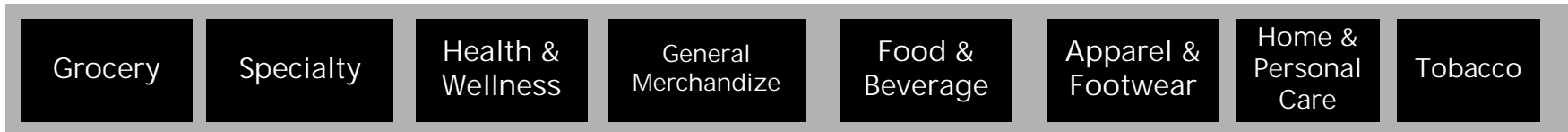Business Transformation Partner**

Customer Experience

Our comprehensive portfolio of businesses helped the growth momentum

Retail	Consumer Goods

Grocery	Specialty	Health & Wellness	General Merchandize	Food & Beverage	Apparel & Footwear	Home & Personal Care	Tobacco

5000+ practitioners comprising of domain and technology experts

Partnership with all top players in Retail, CPG and Transportation industries

Largest offshore player in the CPG segment

Retail Heritage and pedigree – a team with deep rooted Retail experience

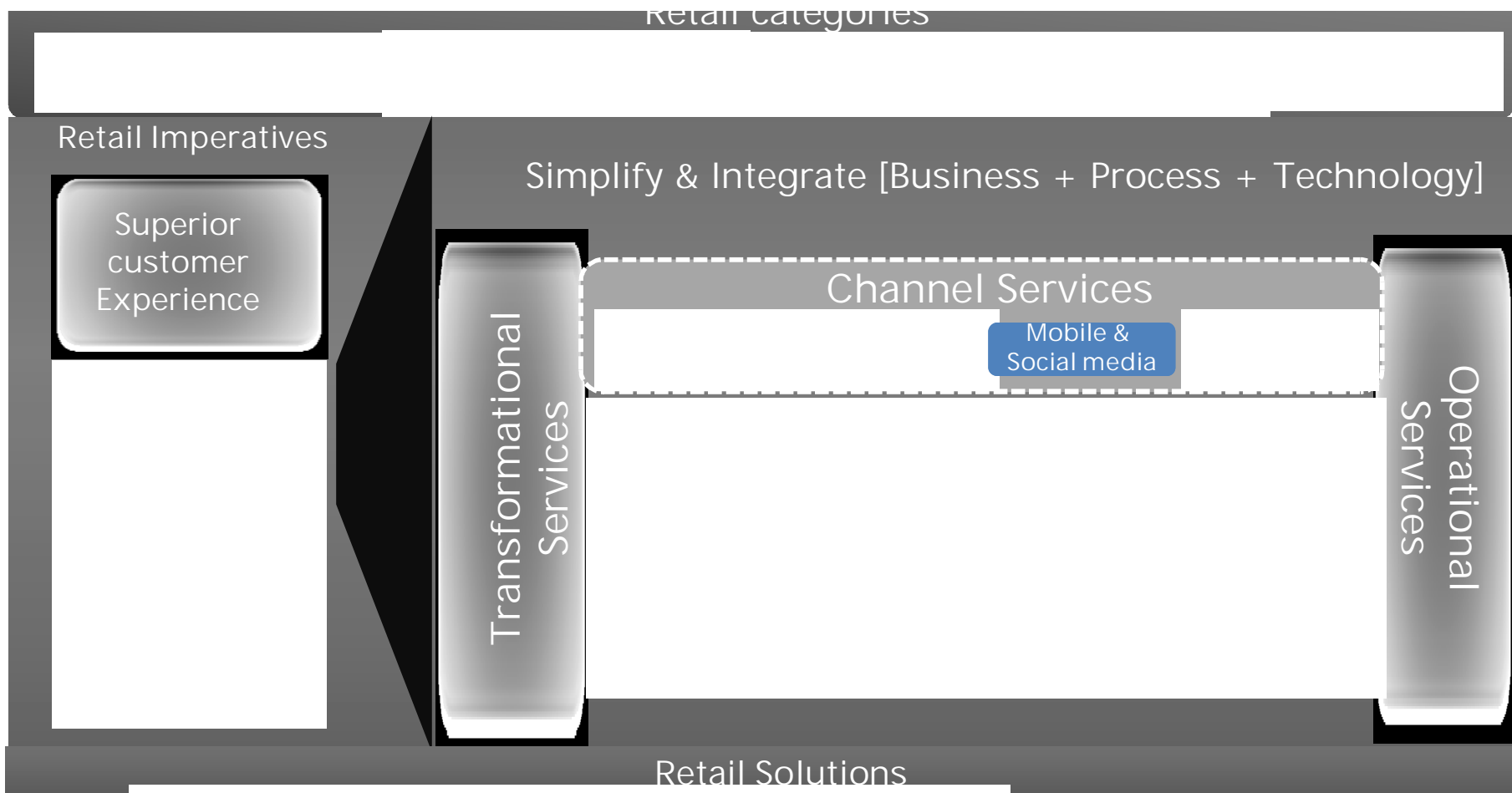Integrated IT–BPO offerings

Travel, Logistics, Hospitality

We picked the growth momentum quite early

Client	Type of Deal
Large Food and Drug Retailer	Business Transformation • Business process design, ERP Implementation
Large Grocery Retailer	Business Transformation •Business process design, ERP Implementation
MORRISONS	Business Transformation •Business process design, ERP Implementation, Managed Security
BJ's	Total Outsourcing •Infrastructure and Application management
CSI	Total Outsourcing •Infrastructure and Application management
Large Department Store in US	Business Function Outsourcing •BPO, Advanced Analytics

Client	Type of Deal
FOSTER'S GROUP	Total Outsourcing • Infrastructure and Application management
Large Food company	Application Management
Ambev / Inbev	Business Function outsourcing
vf	Business Transformation •Business process design and Application management
JohnsonDiversey Clean is just the beginning	Total Outsourcing • Infrastructure and Application management
ANA	Business Transformation • MRO
TNT sure we can	Business Transformation •ERP Implementation, •E-commerce

We have aligned our vision and offerings with key industry imperatives, e.g. Retail

Retail categories

Retail Imperatives

Simplify & Integrate [Business + Process + Technology]

Superior customer Experience

Transformational Services

Channel Services

Mobile & Social media

Operational Services

Retail Solutions

We have aligned our vision and offerings with key industry imperatives, e.g. CPG

PUT "WHAT LIES AHEAD"
BEHIND YOU.

PACE ahead with your consumer – 3 Strategic themes for the CPG segment:

We continue to build relevant industry solutions and innovative customer centric solutions

- Web Presence Sentinel, Search Rank Analyzer
- A multi dimensional view for the digital merchandiser/ marketer
- Provides ability to measure brand reputation online across 350 information sources
- Ability to compare performance on various search engines as compared to competition
- Tools to analyze real time competitive product pricing

- LP Infrastructure
- Visibility Applications

- Assortment & Assortment Optimization
- Gross Margin Optimization

- In-Store Inventory Optimization
- Integrated Logistics
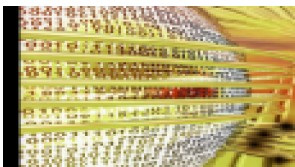
.. and align to the next generation

Cloud

Green IT

Collaboration

Information Mgmt

Mobility

In Summary, we help run companies who run our daily life

Be a result-oriented
Business Transformation Partner

Thought Leadership & Business Solutions

Domain
Strengths

Segment
Focus

Technology, Processes, Tools / Accelerators
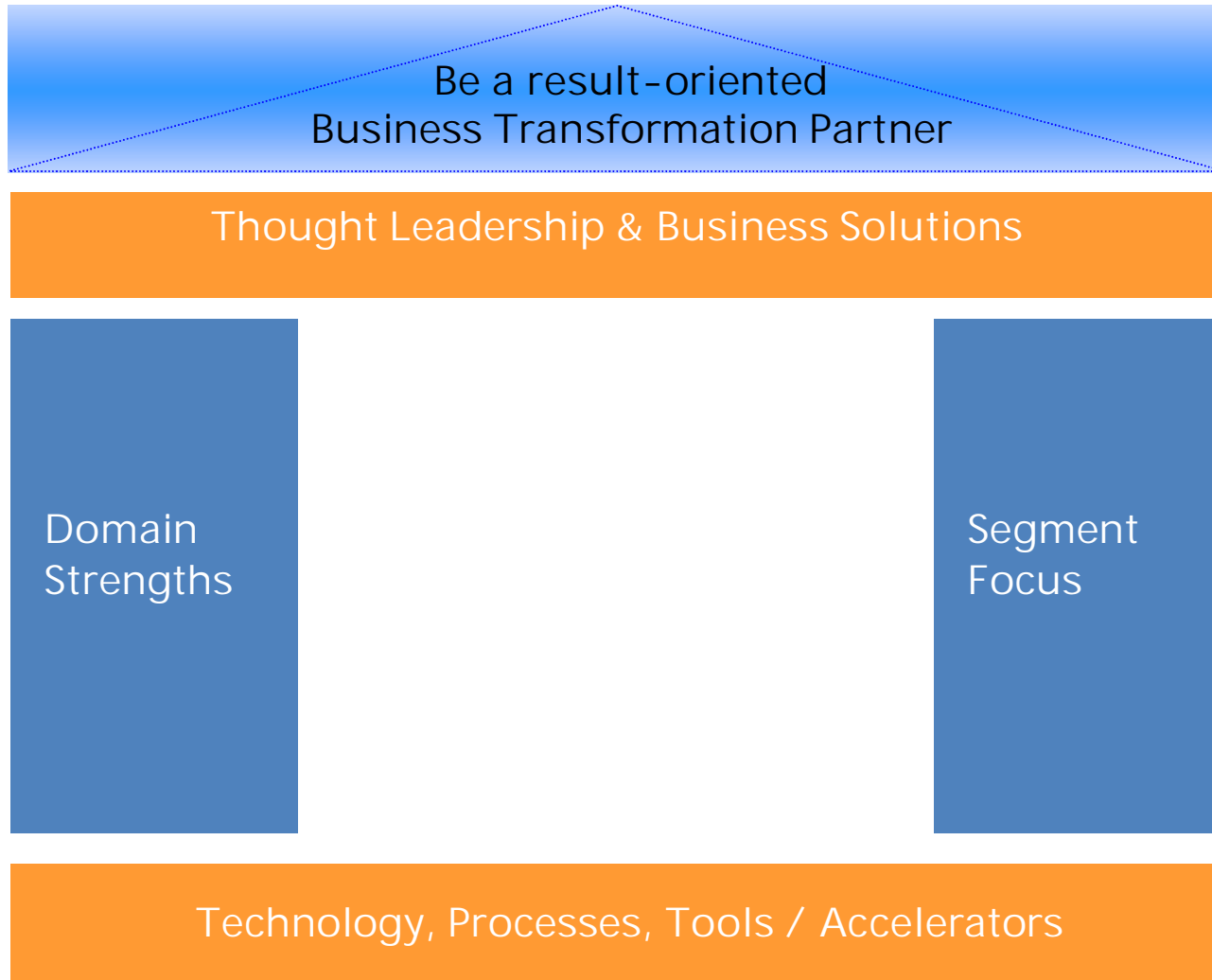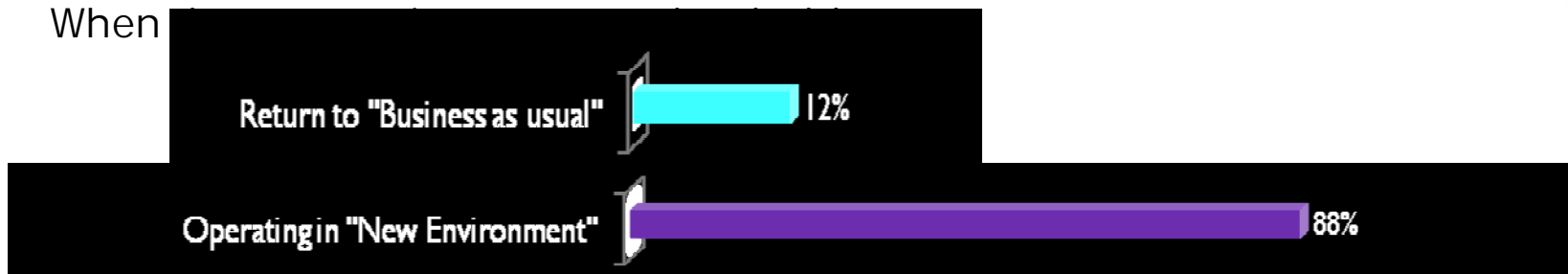
Enabling the 21st Century Corporation

Kirk Strawser, Managing Partner,
Wipro Consulting Services

Leading organizations are thinking about operating in a different way...driving Business Model changes

When

Return to "Business as usual" — 12%

Operating in "New Environment" — 88%

*Recent CFO magazine survey of 400 senior executives

- FTE reduction
- Limitation on capital
- Divesture of operations
- Increase in outsourcing

...are not enough to regain performance of the past
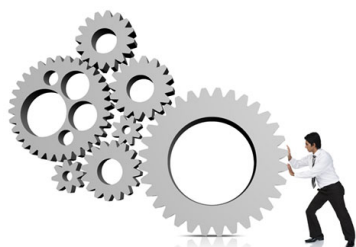
- Detailed look at core and non-core processes
- Lean process optimization to drive sustainable productivity improvement
- Optimization of technology to enable innovation
- Extended execution leveraging "partners" vs contractors in a whole new way

More Evidence of Change in the Market

- CEO involvement in strategic decisions with respect to partners which has traditionally been managed by procurement

- Growing discontent with complex restrictive multi year guaranteed deals

- High level of interest in breakthrough thinking that is prescriptive in terms of roadmap to the Virtual Corporation

Wipro's answer to this new world challenge

- Wipro is responding to this involuntary need for change by taking an objective vs. subjective approach to the problem

- We have listened to our clients (primary research) and analyzed dozens of other companies (secondary research) to understand how real systemic productivity change can be undertaken and continuously improved upon – the research continues

- Done correctly, virtualization can lead to extraordinary productivity gains which in turn lead to significant improvements in financial performance (ROE, Debt/Equity, Free Cash Flow)

- What we have observed is that no company can optimize productivity in all core and non core processes, this leads to suboptimal corporate wide productivity and financial performance that is below what is achievable

- Our approach, by observing best in class companies, is to work towards a model of optimizing what the company does best and partnering the rest

Speed, Flexibility, Productivity & Sustainability will be
critical for success

What are the characteristics of a 21st Century Organization

Move to variable costs whenever you can

Stay dynamic & flexible & not held hostage by assets, speed to market

Rationalize & identify what is Core and Non Core to business success

Virtualize non core processes and some core processes – make the goal of higher productivity the shared business imperative of "partners"

Joint objectives and targets between the client and its partners
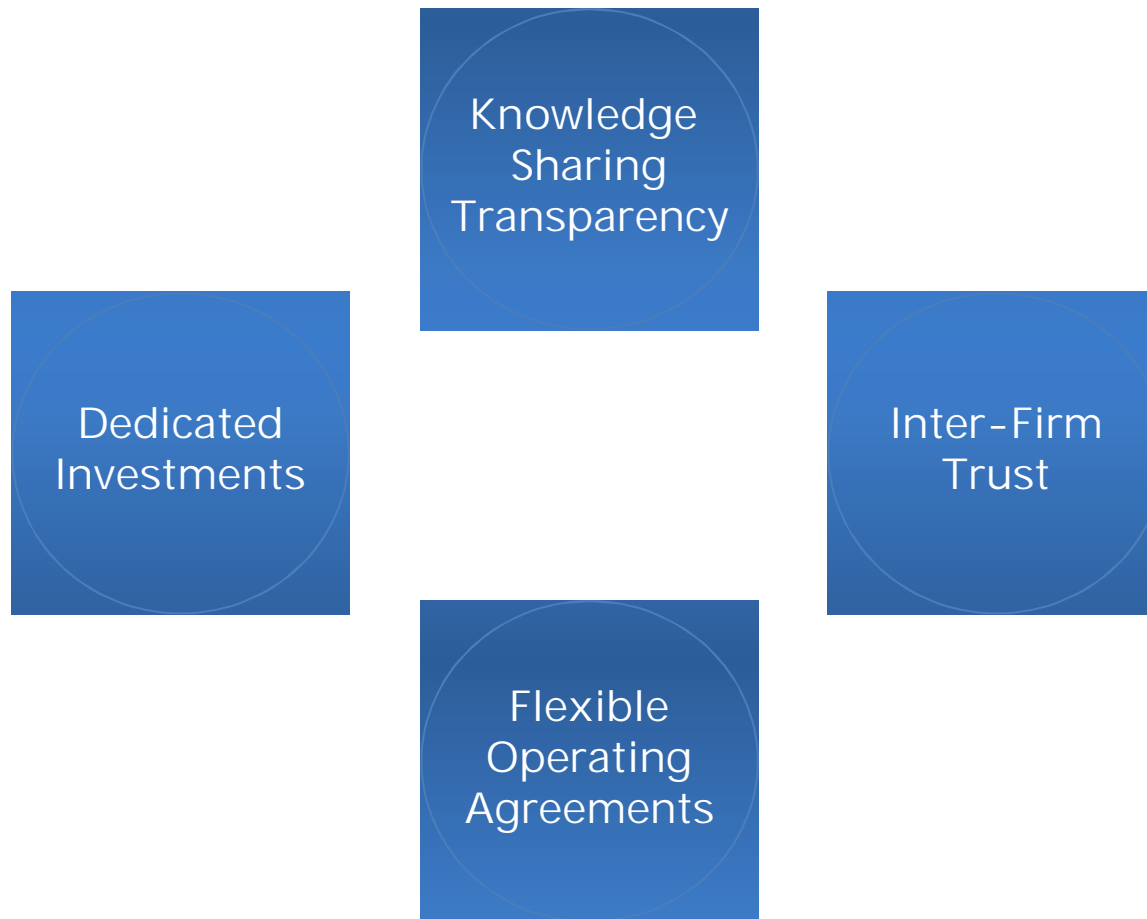
New Target Operating Models

Defining a Dynamic Target Operating Model where Virtualization is a Key Lever in Increasing ROE, Debt/Equity, Free Cash Flow

Pre requisites for developing a partnership for transformation

Knowledge Sharing Transparency

Dedicated Investments

Inter-Firm Trust

Flexible Operating Agreements

Collaborative Advantage
-Jeffrey H. Dyer

Wipro believes that there will be four key building blocks for transformation, productivity and superior financial performance

Building Blocks	Description
1. Core/Non Core Analysis LEAN Process Rationalization/ Optimization	Are my non critical sub processes in the way of our business, are all my processes optimized with respect to productivity?
2. Technology Innovation	What are leading companies doing with technology to optimize productivity and collaboration?
3. CAPEX/OPEX Optimization	Am I paying too much or too little for HCM, are my product, plant and asset investments delivering target ROI that is above my cost of capital?
4. Partnering	How do I get my partners aligned with the key performance measures of my business vs. traditional outsourcing? Do I have 4th generation flexible agreements in place?

Wipro has all the capabilities to be a transformation agent and virtual corporation "partner"

21st Century Virtual Corporation

| Wipro FA, HR, Risk and Procurement Utilities | Back Office SGA | Core Captive -Strategy -Marketing -Acquisitions -Partner Governance | Front Office Operations | Wipro Product Lifecycle Optimization Utilities |

Wipro Vertical Utilities
-Wealth Mgmt.
-Core Banking
-STP

Middle Office

Wipro Customer Service, Billing, In Bound and Outbound Logistics Utilities

Wipro Private Cloud, SaaS, Security Utilities

IT

BI/Analytics Services

Energy Mgmt. Services

Digital Content Services

Wipro Managed Services

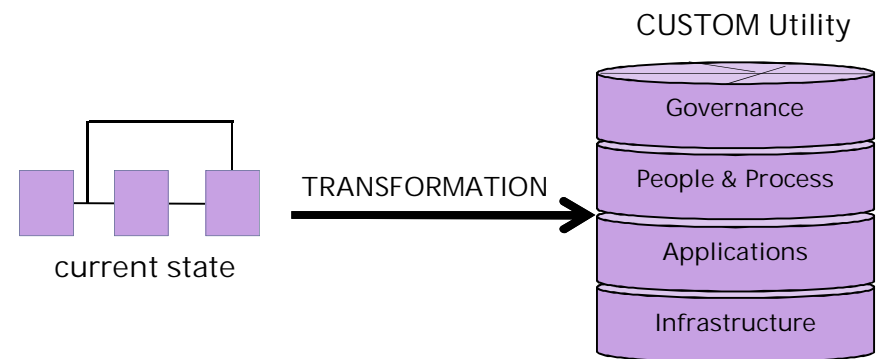# Wipro provides three transformational options

Option 1

- Lean transform and maintain captive (core and non core)

Option 2

- Lift + Shift + Lean Transform (sequential or parallel, core and non core)

CUSTOM Utility

current state → TRANSFORMATION →

- Governance
- People & Process
- Applications
- Infrastructure

Option 3

- Client moves directly to WIPRO Utility (non core)
    - Re-use process
    - Best in Class
    - Lean processes in place
    - Multi tenancy

WIPRO Utility

current state → TRANSFORMATION →

- Governance
- People & Process
- Applications
- Infrastructure
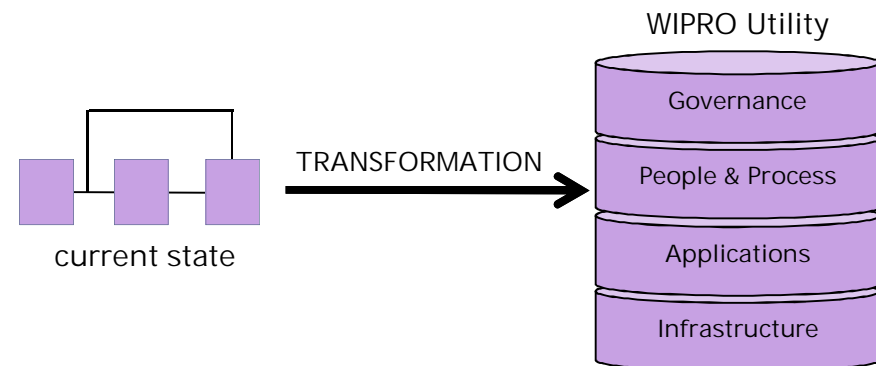
Virtualization has proven advantages if applied with the four building blocks which drive productivity, flexibility and speed

Example: Insurance Industry Virtualization Map
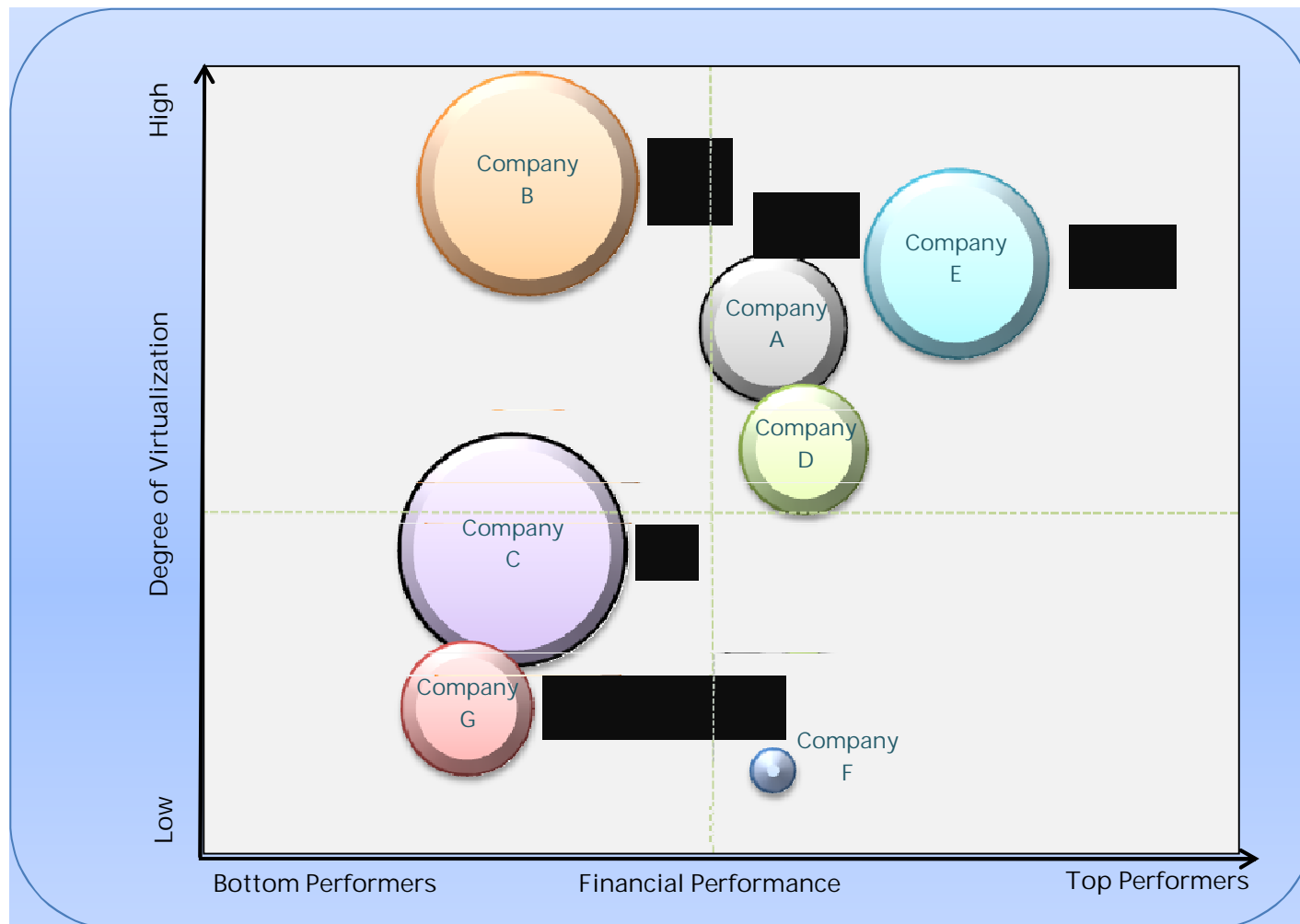
Summary

- Analysts and CEOs agree that the fundamental unit of competition in the 21st century will be multiple companies working together to create superior productivity and financial performance – "Virtual Corporations"

- We believe the key to sustainable transformation are the four building blocks:
  - Lean Process Optimization,
  - Technology Innovation,
  - Capex/Opex Optimization
  - 4th Generation Partnering

- Wipro continues to invest in building the right expertise to help clients in this transformation journey – Have hired in excess of 25 partner level people with rich domain and industry experience

- Wipro is already involved in early stage virtual transformation with clients in BFSI, Communications, Healthcare, Energy and others
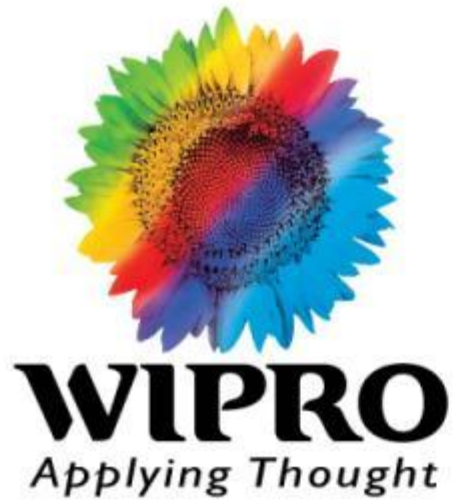
Wipro Strategy

Girish Paranjpe/Suresh Vaswani
JT CEO's – IT Business

Wipro Today – Delivering the Integrated Services Portfolio

Integrated IT + BPO

Domain led Solution Architecting

Non-Linear & GDM

Globalization

Technology Innovation

BFSI	Retail	Manu	Healthcare	Energy & Utilities	TMT

Consulting

Enterprise Application Services

Business Technology Services

Technology Infrastructure Services

Testing Services

Business Process Outsourcing (BPO)

Product Engineering Services

ADM

Consult & Design

Develop & System Integrate

Optimize & Manage

Permanent reset in the economic order – 7 Mega Trends....

Macro-economic and demo-graphic trends	1	Shifting centers of economic activity
	2	Working age population shrinking in key developed countries
Social and environmental trends	3	Increased Internet and mobile connectivity transforming the way people live and interact
	4	Increasing consumption of and supply gap in natural resources (e.g., oil, water)
Business and technology trends	5	Global economic crisis leading to major shift in industry structures
	6	Corporate boundaries being redefined
	7	Technology radically transforming the way traditional corporations and governments function

* Source: NASSCOM Perspective 2020 report

.... Leading to the creation of the 21st Century Corporation

Move to variable costs whenever you can

Stay dynamic & flexible & not held hostage by assets, speed to market

Rationalize & identify what is Core and Non Core to business success

Virtualize non core processes and some core processes – make the goal of higher productivity the shared business imperative of "partners"

Joint objectives and targets between the client and its partners

New Target Operating Models

Delivering demand generation , superior growth, margin, cash flows & sustainability

Mapping Wipro's Strategy to the needs of the 21st Century Corporation

Expectations of the 21st Century Corporation	Wipro Strategy
⬇ Transformation Partner	⬇ Building Transformational Capability

One Who
- Enables business outcomes rather than offering services for hire
- Commits to Skin in the game
  - Risk & Reward Models
- Proactively invests in customer benefits
- Is a guide, and a partner in the journey

Enabled by
1. Delivered by a focused Client Engagement Program.
2. Innovating services & delivery models
3. Robust Services Roadmap
   - Technology Innovation
4. Globalization
   - Delivery & Workforce
   - Markets
5. Inorganic Growth
6. Mega-alliances

⬇

Providing transformational outcomes to customers

CEM as CEO of the Account

Sales Process Excellence

Large Account focus
MEGA & GAMMA PROGRAM

Advisor Relationships

Consulting led engagements

② Innovating services & delivery models

WIPRO
Applying Thought

- Flex Model: Activity based
- Cigma: Process based
- GCC: Element Based

Factory Model

IPs, Solutions and Frameworks

- Productized Solutions
- Process based Solutions

Differentiated Services

SDLC Accelerators

- System Integration
- Specialized Services
- Combinatorial Services

- Process Accelerators
- Task and Profile Segregation
- Std. Accelerator Components

DRIVING DOMAIN CENTRICITY & NON-LINEARITY IN OPERATIONS

③ **Driving a robust Services Roadmap –** Technology Innovation

Cloud Environments	Transforming enterprise applications & infrastructure to operate in hybrid cloud
Collaboration	Deliver business process efficiency & enhanced user experience for global enterprises
Green Technologies	Achieve sustainability goals of enterprises using a combination of IT and non-IT
Mobility Force	Extend enterprise & consumer applications & manage multiple devices for mobile work
Social Computing Strategy	Leverage collective intelligence of communities for Enterprise products & services
Information Management	Manage Information in Hybrid environments & apply multimedia analytics for business insight
Security	Physical & Information Security in a globalized business environment

Investing in Technologies Enabling the 21st Century Corporation

Strategic Delivery Centres

Best in Class Global Leadership

Globalization

Workforce localisation

Strategic Acquisitions

Strengthening Global Presence

Continue to globalize our markets, delivery centers, teams and leadership

4b Globalization – Markets

Medium Term

- Strong Presence in India, Australia & Middle East

Immediate

- Market developments & presence in LATAM & China

- Scale in LATAM and China

Longer Term
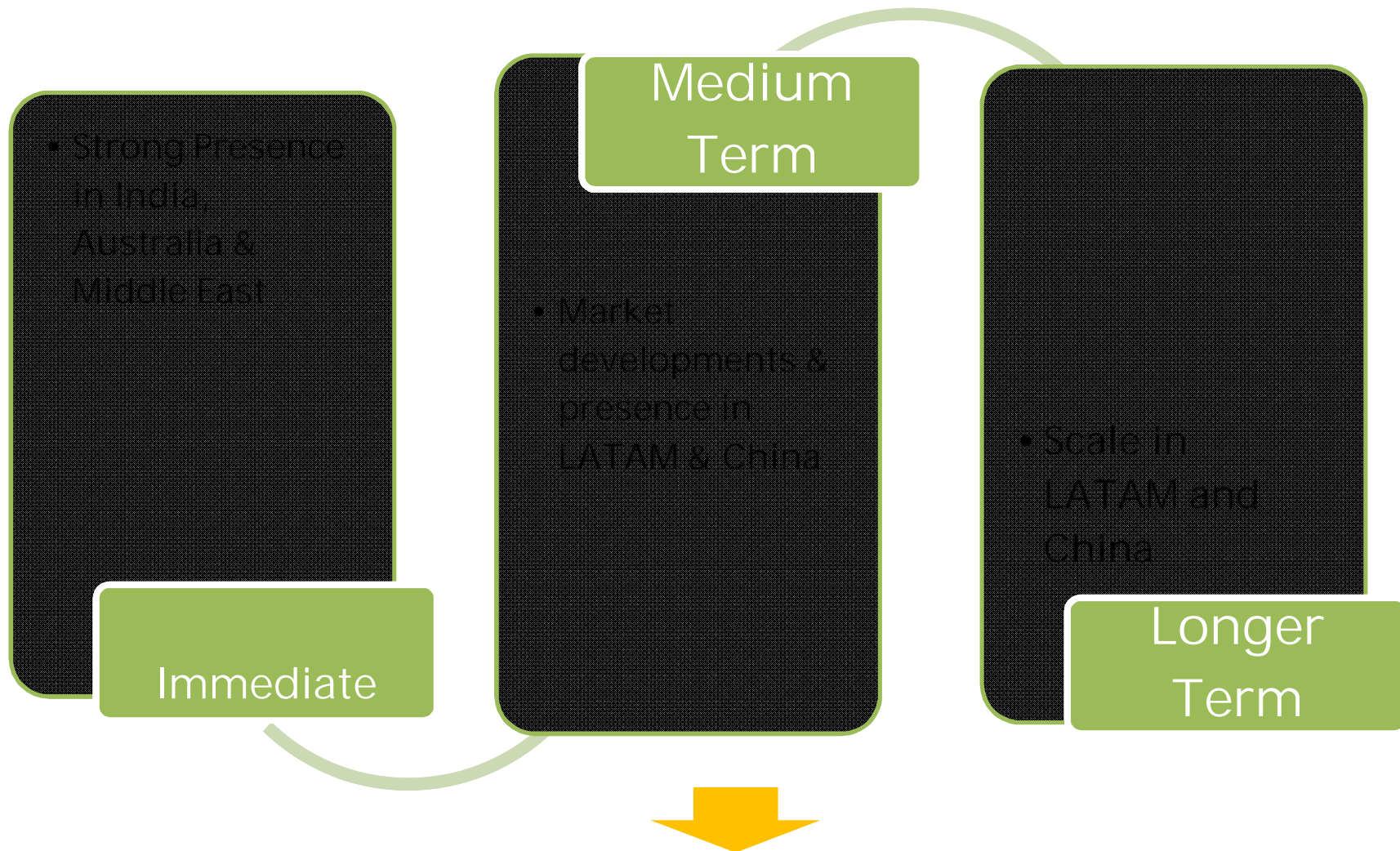
Continue to invest to globalize our markets presence

⑤ 'String of Pearls' Inorganic Growth Strategy

Key Principles

- Enhancing domain & technology competence

- Expanding Service Line portfolio

- New geographies

- Filling Strategic Gaps

Key Transactions

Infocrossing

- Pan-US local Hosting capabilities with a Managed Services layer providing a significant competitive advantage in large TOS deals

CITOS

- Committed business from Citigroup of at least US$500mill over 6 years

- Exclusivity of TIS services for Citigroup out of India & preferred Vendor status for ADM work delivered out of India

⑥ Driving Mega Alliances – Leveraging differentiated channels to deliver customer needs
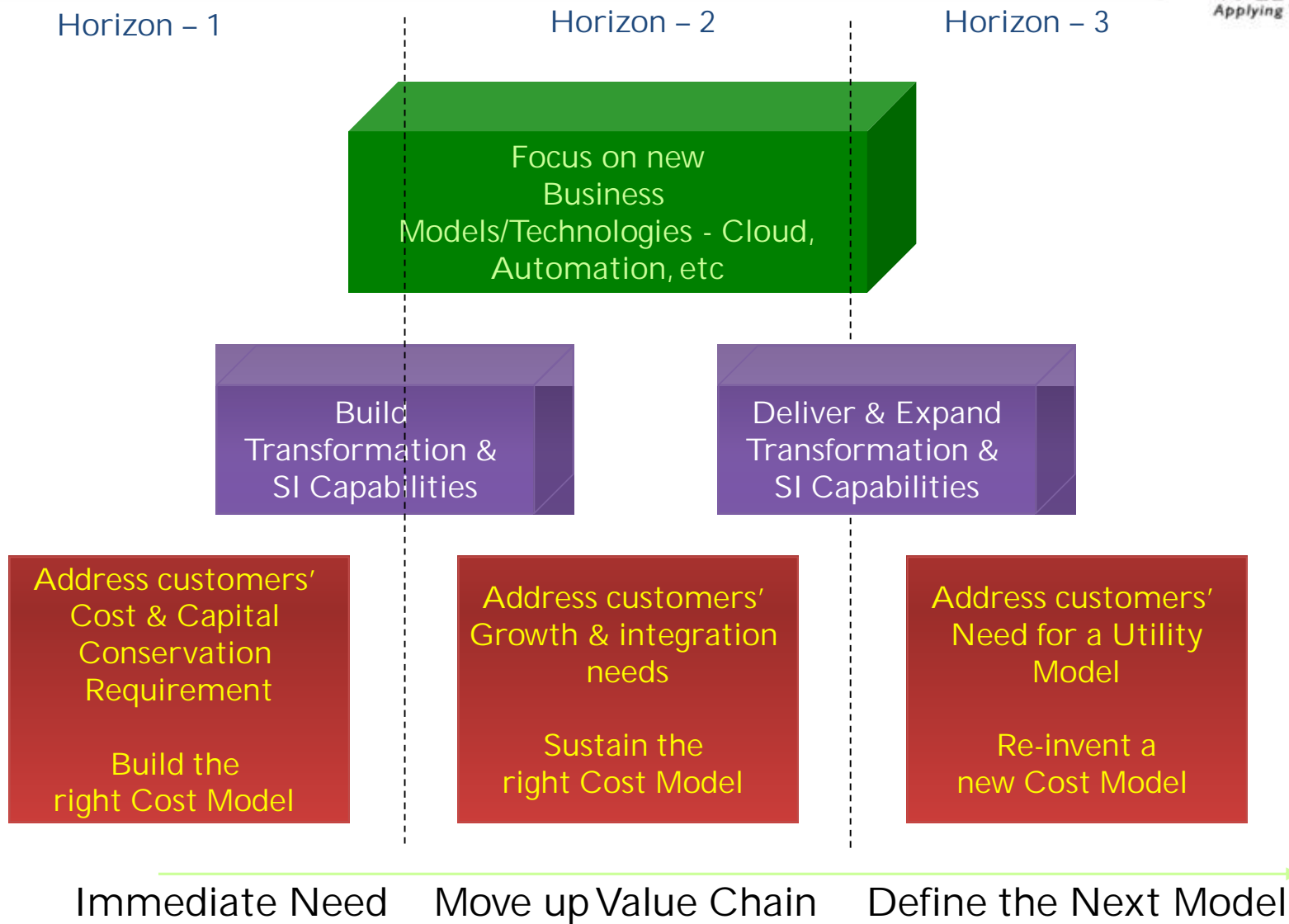

1. Enhanced customer value proposition
2. Improved customer penetration and global go-to-market
3. Co-innovation and Co-creation of Solutions
4. Emerging Market Focus
5. Synergistic Partnership ecosystem for the future – Sell To, Sell With, Co Innovate
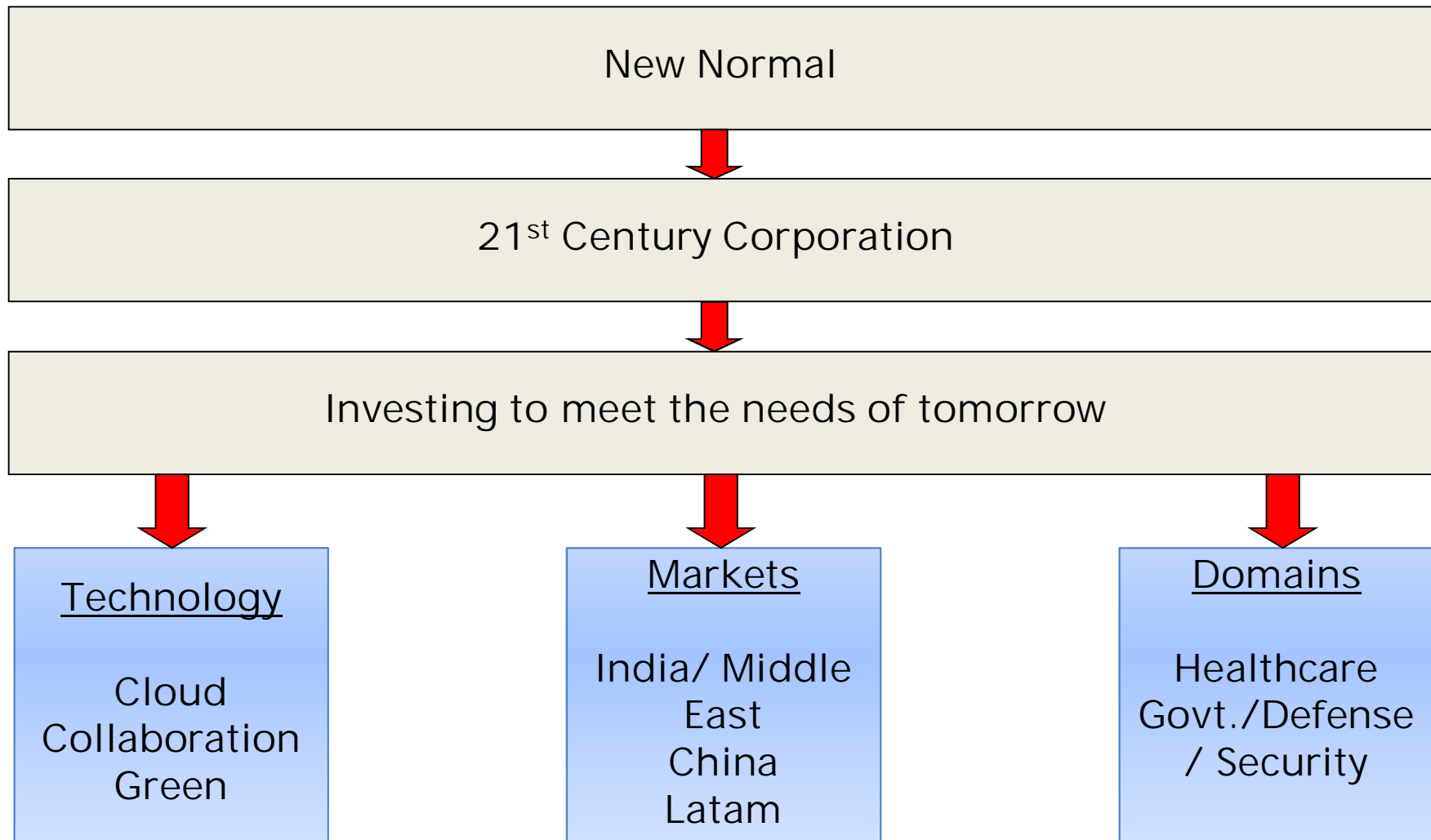
Mega-alliance strategy places Wipro in a unique position in the world of consolidating 'stacks'

Strategic Actions will cut across multiple horizons..

WIPRO
Applying Thought

Horizon – 1	Horizon – 2	Horizon – 3

Focus on new Business Models/Technologies - Cloud, Automation, etc

Build Transformation & SI Capabilities

Deliver & Expand Transformation & SI Capabilities

Address customers' Cost & Capital Conservation Requirement

Build the right Cost Model

Address customers' Growth & integration needs

Sustain the right Cost Model

Address customers' Need for a Utility Model

Re-invent a new Cost Model

Immediate Need   Move up Value Chain   Define the Next Model

In Summary

New Normal

$\downarrow$

21st Century Corporation

$\downarrow$

Investing to meet the needs of tomorrow

Technology

Cloud
Collaboration
Green

Markets

India/ Middle East
China
Latam

Domains

Healthcare
Govt./Defense / Security

Thank You