Wipro Limited

Analyst / Investor Meet 2008
June 4, 2008
NSE
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)**

<table>
<thead>
<tr>
<th>IT Services</th>
<th>BPO</th>
<th>R&amp;D/Engineering</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>495</td>
<td>462</td>
<td>802</td>
<td>1,759</td>
</tr>
<tr>
<td>~5%</td>
<td>~2%</td>
<td>~1%</td>
<td>~2%</td>
</tr>
</tbody>
</table>

Indian Exports As % of Global Spend

- IT Services: 23.1
- BPO: 10.9
- R&D/Engineering: 6.3
- Total: 40.3

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

India’s offshore IT and BPO exports, US $ Bn.

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
  - Banking
  - Capital Markets
  - Insurance
- Technology, Media and Telecom
  - Technology
  - Media & Communications Service Provider
  - Telecom Infrastructure Vertical

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

<table>
<thead>
<tr>
<th>Segment</th>
<th>2007-08</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Revenue</td>
<td>EBIT</td>
<td>EBIT %</td>
</tr>
<tr>
<td>IT Services</td>
<td>3,647</td>
<td>777</td>
<td>21.3%</td>
</tr>
<tr>
<td>Products</td>
<td>656</td>
<td>31</td>
<td>4.8%</td>
</tr>
<tr>
<td>IT Services + Products</td>
<td>4,303</td>
<td>809</td>
<td>18.8%</td>
</tr>
<tr>
<td>WCCLG</td>
<td>378</td>
<td>47</td>
<td>12.5%</td>
</tr>
<tr>
<td>Others</td>
<td>282</td>
<td>19</td>
<td>6.8%</td>
</tr>
<tr>
<td>Wipro Corporation</td>
<td>4,963</td>
<td>875</td>
<td>17.6%</td>
</tr>
</tbody>
</table>

• Combined IT Services margin at 21.3%
Performance of Combined IT Services

Combined IT Services USD Mn

CAGR of 36%

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)
Combined Services Business

Revenue Trend of Combined IT Services business

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

Geo distribution for 2007–08

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

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**No. of Active Global IT Customers***

<table>
<thead>
<tr>
<th></th>
<th>Mar-07</th>
<th>Dec-07</th>
<th>Mar-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>620</td>
<td>718</td>
<td>743</td>
</tr>
</tbody>
</table>

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**% Revenues from New Service Lines**

<table>
<thead>
<tr>
<th></th>
<th>Mar-07</th>
<th>Dec-07</th>
<th>Mar-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
<td>44%</td>
<td>51%</td>
<td>52%</td>
</tr>
</tbody>
</table>

Dec 07 and Mar 08 includes Combined IT Services
Includes consulting

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**Million dollar Revenue Customers Global IT***

<table>
<thead>
<tr>
<th></th>
<th>Mar-07</th>
<th>Dec-07</th>
<th>Mar-08</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>262</td>
<td>313</td>
<td>315</td>
</tr>
</tbody>
</table>

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**Volume Growth% (Person-months Billed)***

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<thead>
<tr>
<th></th>
<th>Mar-07</th>
<th>Dec-07</th>
<th>Mar-08</th>
</tr>
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<tbody>
<tr>
<td>Value</td>
<td>5.4%</td>
<td>6.4%</td>
<td>5.6%</td>
</tr>
</tbody>
</table>

|       | 93,579 | 114,024| 120,628|

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
Wipro Differentiators: 1. Verticals

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
Wipro Differentiators: 2. Service Lines

Service Lines – Growth Drivers and Differentiators

- Incubate
- Expand
- Enhance
- Deliver Value

Delivering Comprehensive Solutions
Wipro Differentiators: 3. R&D Business

Leaders in R&D Business

**Industry Verticals Addressed**

- Wireless Net & Devices
- Printing and Imaging
- Computer Sys & Storage
- Semiconductors

### Fiscal Year

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<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>514</td>
<td>672</td>
<td>851</td>
<td>1064</td>
<td></td>
</tr>
</tbody>
</table>

- **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**
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

<table>
<thead>
<tr>
<th>Consulting</th>
<th>Process, IT Governance, e-Governance, Security, Strategic Cost Reduction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Solutions</td>
<td>Package Application, Business Intelligence, Application Development &amp; Management</td>
</tr>
<tr>
<td>Professional Services</td>
<td>System Integration, Infrastructure Management Services, Application Support</td>
</tr>
<tr>
<td>Infrastructure Products</td>
<td>Platforms, Networking, Storage, Enterprise Management &amp; Security</td>
</tr>
<tr>
<td>Total Outsourcing</td>
<td>IT, Process Strategy Formulation and Alignment to Business</td>
</tr>
</tbody>
</table>

**Comprehensive IT solutions portfolio**
Wipro Differentiators: 5. Wipro Way

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

Process Excellence

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

People Excellence

- Right skill at the Right place
- HR practices aligned to business needs
- Training and Education
- High Employee engagement
- Mission 10X
Enhancing domain and technology competence

Expanding Service Line portfolio

New geographies

Investment of $1 billion+ towards strategic acquisitions
Shaping the Future

Business Transformation

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

IT Transformation
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
Global Programs – Transformational Outsourcing

- Program Management
- IT Rationalization
- Application Rationalization

Consultative Approach

- Delivery Assurance
- Change Management

Multi-tower engagements

- Implement and Institutionalize
- Re-architect

Refine solutions and increase focus on large, complex multi-tower engagements
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
Shaping the Future: 4. Integrated Consulting
Consulting as an Enabler

- 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

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

Aerospace, Automotive, Energy & Utilities, Retail, Healthcare

Telecom, Mobile, Semi Conductors, Computing & Storage

Core Capabilities
- Embedded Solutions
- VLSI
- Engineering Design Services

PES addressing multiple market segments
India & Middle East IT Business

Anand Sankaran
Overview of Wipro Infotech performance

- 3D Networks acquisition
- System Integration in ME
- Defining Wins – Aircel, Future Group, Saudi Airlines
- GSMC launch
- Increased spread of Technology alliances
- GTM alignment
- ISO 20001 for GSMC
- ISO 27001 across WI

Revenue CAGR of 35% for last 5 years

- Total Outsourcing Services Launch
- Beachheads in APAC & ME
- Verticalization

- Business Solutions & Consulting Launch
- APAC/Middle East Entry
- Factory – ISO 14001
Addressing the fastest growing markets – India & ME

Indian IT Market
1. Increase in number of large integrated IT contracts
2. Customers growing global (organic & inorganic) – demand for business transformation
3. Complex and contemporary network set up from BFSI, Telecom verticals
4. Emergence of new sectors – Retail, SEZ, Infra.
5. Huge thrust on IT adoption in Government functions
6. Acceptance of Remote Management services
7. Increased infrastructure deployment to meet the pace of growing economy

Middle East IT Market
1. Saudi govt’s effort to decrease reliance on Oil & Gas exports, leading to investment in other sectors
2. Encouraging signs of large scale IT outsourcing
3. Mega opportunities – Digital cities, townships etc.
4. IT adoption from SME segment to enhance productivity and reduce dependency on workforce
5. Encouraging govt. policies to create healthy competition between end-user service providers
6. Emerging opportunities in Kuwait, Oman, Egypt

Source: IDC
### Leadership position in India & ME

<table>
<thead>
<tr>
<th>Consulting</th>
<th>Business Transformation, Strategic Cost Reduction, E-Governance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Solutions</td>
<td>Application Development &amp; Management, Package Application</td>
</tr>
<tr>
<td>Professional Services</td>
<td>Infrastructure Management, System Integration, Enterprise Services</td>
</tr>
<tr>
<td>Products</td>
<td>Personal Computing, Networking, Platform, Storage, Security</td>
</tr>
<tr>
<td>Total Outsourcing</td>
<td>Business Alignment, Process Strategy, Program Governance</td>
</tr>
</tbody>
</table>

**Partner of Choice for Customers in India**
1. # 1 – Network Integrator (Voice & Data)
2. # 2 – IT services players (IDC)
3. # 1 – Enterprise Products player
4. # 2 – recall amongst Consulting players

**Partner of Choice for Principals in India**
1. SAP – Best partner across Asia Pacific
2. Microsoft – Best partner in India
3. Cisco – #1 Sales/ Best post sales support partner
4. Sun Microsystems: #1 partner in India.
5. Symantec / RSA / Checkpoint – # 1 partner

**Key Differentiators**
1. Technology neutral System Integration competencies
2. Comprehensive end-to-end cross-vertical services offerings
3. Expertise in executing large and long-term integrated deals
4. Formidable partners and alliances ecosystem to offer best solution
5. Strong inroads in Middle East and delivering market defining offerings
BPO—Process Transformation
Fueling
IT Transformation

Ashutosh Vaidya
The Global BPO & IT Opportunity

Offshore IT Services/Offshore BPO < 6.3% of IT/BPO Spend in 2007*

AT Kearney ranks India ahead of China, Czech Republic & Philippines on attractiveness for Offshore

*Source: Nasscom Report 2008

Global Offshore IT Industry, FY 2007-2008*

- Global IT Spend: $1.7 Trillion
- Offshore Potential: $380–440 Bn
- Offshore IT Services: $76 Bn

Global Offshore BPO Industry, FY 2007-2008*

- US$Bn: 6x ~220–250
- US$Bn: 7x ~160–190

AT Kearney ranks India ahead of China, Czech Republic & Philippines on attractiveness for Offshore

How do we penetrate the addressable market?

Customer Willingness
- Blend onshore / offshore ability
- Ability to do captive
- Domain / Vertical expertise

Provider Pull
- End to end provider
- Transformational capability
- Geographical reach

*Source: Nasscom Report 2008
Transformation – Beyond Cost Arbitrage

- Requires changes in People, Process and Technology on both onshore and offshore environment
- Change the way services are delivered
- Flexibility of Delivery
- Innovation in pricing structure
- Requirements of onsite / offshore blend of services
- Ideation on Monetization of ‘sunk costs’

- WE ARE HERE

- Rationalize IT costs
- Access IT talent
- Global delivery models

- Process arbitrage
- Process improvement
- Access to talent
- Rule based activity

- Climbing up the value chain
- Domain expertise
- Judgment based activity
BPO + IT Integration—The Glue To “Next Gen” Transformation

Current State

Client Operations
Wipro Operation Services
Application Ver 1.0
Client Technology
Wipro Technology Services

Take The Next Step

METHODOLOGY

- Onsite assignments
- Consulting
- Change Management

Client Operations
Client Technology

Wipro Operation Services
Wipro Technology Services
Application Ver 2.0

Improve/Develop/Monetize

Knowledge Sharing Framework
RoI Generation

Can the customer move to next generation without a partner?
### Customer End
- Focus on business growth and thinking ahead
- Changes
  - Process Flow
  - Organizational Design
  - Technology
- Flexible capacity to changing business needs
- Higher accuracy & accountability
- Reduce number of vendors

### Wipro Well Positioned
- Existing large customer relationships (743 clients across verticals)
- Distances from niche or pure play providers
  - Consulting
  - Technology
  - Process outsourcing
  - Infrastructure
- Presents options beyond captive ability
- Access to large talent pool (80,000 internal + access to low cost markets)
- Organization structure supports such delivery
Capital Markets Operations – Transformation To Process Factory 1/2

Business traditionally run today:

- Global Investment Banking Businesses have asset classes such as Cash Equities, Fixed Income, Derivatives, Prime Services
- Each asset class has a regional/geographical flavour
- Similar processes run as per
  - Different geographies
  - Different IT systems
  - Different teams
- Opportunity
  - Rationalize IT systems
  - Reorganize to “Process Utility”
To move beyond cost arbitrage into process utility:

Advantages:
- Immediate scalability and efficiencies
- Technology standardization
- Improved quality and MIS controls
- Speed and flexibility & increased metrics

Wipro as “Partner” in the Journey
- Lift & shift processes
- Change management through process/people/reorganization
- Offers bridge of process knowledge to IT
- Engages in IT rationalization
- Client achieves transformation
Wipro Positioning

- Wipro is strongly positioned
  - No of IT clients: 743
  - No of BPO Clients: 51

- Relationships extending from technology partner to other CXO’s

- There are industry needs for transformation emerging where:
  - Crisis in industry: e.g. banking
  - Convergence: e.g. telecom/media
  - M&A’s: standardize/consolidation challenge
  - Open new markets: e.g. China

- Need to improve operational efficiency to free bandwidth for growth
  - Reduce vendor management complexity
  - Seamless product extension required between IT <-> BPO
Global Programs Overview

T K Kurien
Market Overview

Est Val of renewals / new programs

<table>
<thead>
<tr>
<th></th>
<th>2007</th>
<th>2008</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>BPO</td>
<td>96</td>
<td>103</td>
<td>112</td>
</tr>
<tr>
<td>ITO</td>
<td>45</td>
<td>46</td>
<td>47</td>
</tr>
<tr>
<td>AO</td>
<td>24</td>
<td>25</td>
<td>27</td>
</tr>
</tbody>
</table>

ACV $ B

~ 22% of deals integrated deals – BPO + ADM
~ 78% unbundled deals

- Bundling of transactional single process business process outsourcing into larger multi-process deals.
- Bundling of associated underlying applications along with the business process being outsourced.
- Fortune 100 – Unbundling of mega deals and moving to a select multi vendor best of breed. Primary driver is increased value thru addl cost savings / efficiencies and followed by a limited defined business outcome.
- Fortune 500 + bundling of business process with underlying applications to drive increased value from achievement of defined business outcome / transformation supported by cost efficiencies.
- Increasing multi country requirement, need true global delivery presence and ability to manage local partners.

- While ~ $100 B of ACV per yr up for renewal, ~ 70% at low risk of contract restructuring i.e. renewed without a open competitive process.
- Telecom contributes 27% of overall ACV facing medium–high risk of contract restructuring, financial services at 18%.
- Contract restructuring includes
  - increased use of Indian IT service providers
  - unbundling of mega-deals
  - Multi vendor – use of best of breed

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Example of CIO Focus Change

Importance to Strategy

Critical

Innovation

Effectiveness

Enablement

Information and insight into business operations and decisions. Understanding and resolving business performance issues

Changing the way the business works. Technology and process to achieve technical and business results

Managing quality, cost and risk of IT services. Operational efficiency

“Lights on” technology operations

Operation  Proven Practice  New Ways of Working  Transformation

Degree of Enterprise Change

Source: Gartner
## Implications for Wipro

<table>
<thead>
<tr>
<th>From</th>
<th>To</th>
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<tbody>
<tr>
<td>• Traditional single service depth capacity silo sale</td>
<td>• Solution sale, integrating various service lines</td>
</tr>
<tr>
<td>• Efficiency and technology delivery focused</td>
<td>• Transformation &amp; business process and business outcome focused</td>
</tr>
<tr>
<td>• Capability based sale to CIO</td>
<td>• CxO / Sr mgt relationship + reference + advisory / consulting + capability</td>
</tr>
<tr>
<td>• Input linked compensation</td>
<td>• Outcome linked compensation</td>
</tr>
<tr>
<td>• Customer driven change / step improvements</td>
<td>• Pro active change / continuous improvement (willingness to cannibalize own business volume)</td>
</tr>
<tr>
<td>• Minimal risk management requirement</td>
<td>• Significantly enhanced risk management capability</td>
</tr>
<tr>
<td></td>
<td>• Large change management capability</td>
</tr>
<tr>
<td></td>
<td>• Strong joint governance processes</td>
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Global Programs Initiative

- Senior opportunity chase teams to drive CxO / Sr. mgt relationship, and drive early engagement to in advance of / to create opportunity and knowledge of client needs and propose aligned solutions

- Change management, program management, transition experts, enterprise solution architects for integrated solutions and to ensure delivery assurance

- Build outsourcing methodologies and “packaged” differentiating solution offerings – Integrated IT/Business Process Solutions

- Engagement with leading global sourcing advisors to raise awareness of capability and ensure invitation to bids

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

- Create risk management frameworks
Thank you for your time

Intensity to Win
- Make customers successful
- Team, innovate, excel

Act with Sensitivity
- Respect the individual
- Thoughtful and responsible

Unyielding Integrity
- Delivering on commitments
- Honesty and fairness in action

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