TBR Position and Executive Summary

Wipro Consulting Services Process Excellence practice is successfully addressing the market need for standardized business processes through its Business Performance Management (BPM) services. The practice leverages a highly skilled pool of consultants with vertical market, business consulting and IT experience. Customers select Wipro's BPM solutions due to the company's reputation for effectively partnering with customers, its strength in vertical market expertise and solutions, global delivery model, and Lean-focused framework and processes.

However, we also believe Wipro faces challenges in this segment. The BPM market is competitive and includes such heavyweights as Accenture and IBM, as well as traditional consulting firms such as Deloitte. Wipro's biggest challenge will be educating the market and clients about its capabilities in this area.

Wipro’s strengths in domain expertise and Lean transformation help customers achieve top- and bottom-line results

Improved business processes generally carry a high level of priority with any organization; however, an evolving economic environment, continued mergers and acquisitions, global business models and increased regulatory requirements have created an even greater need for companies to leverage consistent, standardized processes.

TBR believes the need for Business Performance Management services remains high in both strong and weak economic environments, though the solutions required may differ. For example, in tough economic conditions companies are typically focused on the cost reductions that BPM can deliver through reduced redundancies and consolidation. As economic conditions improve, companies typically switch to strategies that are geared toward top-line performance, including an improved customer experience and customer retention. Regardless of the economic environment, TBR believes that the most successful organizations continue to invest in improving the efficiency of their business, helping it to operate more effectively and nimbly. Additionally, organizations must increasingly look for ways to make their investments more strategic and better align overall spending with business objectives. BPM provides an important framework for accomplishing these goals. Companies that invest in BPM are able to optimize their cost structures and streamline operations, creating an environment that is flexible and more resilient to change. However, the benefits go far beyond costs to include improvements that drive revenue growth, customer retention and customer satisfaction.

Wipro's strong vertical market solutions, seamless offshore delivery, expertise in methodologies such as Lean and Six Sigma, and its Customer Expectation Management Methodology and Business Simulation capabilities are key drivers for customers to select Wipro. TBR believes these strengths will help Wipro continue to expand and gain share within the BPM market.
Wipro’s Business Performance Management Services Overview

Wipro’s Business Performance Management (BPM) services reside in the Process Excellence practice under Wipro Consulting Services. The Process Excellence practice helps organizations build significant operational efficiencies in business and IT, aiming to achieve cost reductions in the range of 10% to 30% through restructuring, process optimization, delivery efficiency and vendor and contract optimization. Wipro Consulting Services also include Business Transformation, Functional Excellence, Governance, Risk & Compliance and Enterprise Architecture Consulting. The BPM practice is focused on delivering industry-specific solutions for the telecom, utilities, food and beverage, healthcare, manufacturing and financial services industries. These solutions are complemented by a number of cross-industry services, including customer retention, business unit consolidation and rationalization (driven by merger activity), logistics, business process standardization and support processes (marketing, finance and human resources).

In delivering BPM services, Wipro focuses on business process modeling and analysis tools as well as proprietary frameworks and methodologies to add value to existing best-of-breed BPM software platforms. Wipro leverages tools like ARIS, Casewise, Provision, Mega, System Architect, IBM WBI, Nimbus, as well as process design framework methodologies such as Lean, Six Sigma and Customer Expectation Management (CEMM) to optimize the value and return on investment to its customers. The BPM practice has performed well in both healthy and down economies. In fact, its revenue was up more than 35% in 2009. BPM services are delivered both as standalone services and as part of larger transformational engagements. Leveraging a portfolio of both vertical and horizontal solutions, Wipro’s BPM practice has executed engagements with more than 100 clients across multiple industries. As a global practice, it derives 50% of its revenue from Europe, 28% from the United States, and the remaining 22% from Asia Pacific, the Middle East and Africa.

Wipro’s Business Performance Management Framework

Key Market Drivers

<table>
<thead>
<tr>
<th>Global Visibility</th>
<th>Business Agility</th>
<th>Cost Control</th>
<th>Competitive Advantage</th>
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<tbody>
<tr>
<td>End-to-end process visibility &amp; standardization</td>
<td>Organizational flexibility &amp; process control</td>
<td>Quality improvement &amp; SLA management</td>
<td>Business transformation &amp; service differentiation</td>
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<tr>
<td>- Process Transformation</td>
<td>- Process Portfolio Management</td>
<td>- Process Adherence</td>
<td>- Performance Excellence</td>
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<tr>
<td>- BPM CoE Establishment</td>
<td>- Process Integrity Assurance</td>
<td>- Process Mining and Sustenance</td>
<td>- Business Innovation</td>
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An exclusive BPM Power-pack that provides comprehensive set of agile business solutions to drive Business Performance Excellence and deliver measurable Enterprise ROI.

“I joined hands with Wipro because of their experience, work ethic and attention to detail. It was their dedication to our vision, though, that won me over. It is rare to witness such absolute dedication and commitment from outside consultants. That, along with their creative solutions, was the formula for many innovative breakthroughs. Their services were simply invaluable to my responsibilities of the project.”

Lonnie Rush, Director, Grid Operations Development, California ISO
A Leading European Gas Company

A leading European gas company engaged Wipro for the creation of a business process management system (BPMS) in 2009. Despite a 12-year existing relationship with Wipro, the customer considered eight or nine of Wipro’s competitors, including leading ISVs and consulting organizations, to ensure it chose a partner with the best skills and solution sets. In the end, Wipro was chosen because its consultants took the time to understand the benefits the customer would derive from the tool, bringing strong expertise with the toolset, including an established Center of Excellence. Wipro brought individuals with specific knowledge of the toolset to the engagement while other competitors provided more generalists. As part of the engagement, Wipro will be implementing and automating 60 new processes that are currently manually intensive. Processes addressed through the project fell under several categories and included managing meter point lifecycle, managing supply point register, recording meter volume and managing queries.

Wipro’s methodology in delivering the BPM engagement to the client included a series of steps:

1. Determination of current efficiency state
2. Conceptual view of processes
3. Compare classification of business processes
4. Identify improvement drivers
5. Contextual process model
6. Recommendations regarding consolidation and implementation

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Wipro’s BPM Consultants

Reflecting strong growth and high demand, Wipro expanded its pool of BPM resources to more than 250 consultants. To deliver its highly specialized vertical solutions, Wipro has focused on hiring consultants with a unique blend of business, IT and domain experience. Consultants in the BPM practice typically bring 10-12 years of experience, MBA degrees and have worked within the industry in which they are consulting. This high level of hands-on domain experience allows Wipro to provide end-to-end BPM solutions across a broad range of vertical markets.

Wipro’s BPM Services Portfolio

Wipro’s BPM portfolio leverages a blend of vertically focused solutions and horizontal solutions, allowing it to provide a portfolio relevant to a broad audience.

Examples of Wipro’s vertical market BPM solutions include:

**Food and Beverage Operational Excellence Advisory services** provide companies with a solution that spans the end-to-end food and beverage lifecycle – from planning to distribution. Services are focused on four key areas: Planning & Scheduling, Vendor Management, Manufacturing and Distribution. Specific services include collaborative forecasting and replenishment (CPFR), network optimization, SKU rationalization and vendor-managed inventory services. The net goals include reducing finished goods inventory, reducing non-shelf time, improving logistics efficiency and maintaining regulatory compliance. These efforts create the opportunity for food and beverage companies to improve their bottom line and often result in potential cost savings of 10% to 15%.

**Utilities Operational Excellence Advisory Services** are focused on delivering cost savings and operational improvements across a number of key utilities functions, including improved work and asset management, metering services, grid operations, outage management and billing and settlement. In addition, Wipro offers services to help utilities meet regulatory requirements including SAS70, Ofgem, Ofwat, HSE, HA, URF and FERC. Wipro’s BPM services in this area encompass the entire utilities lifecycle, including supplier/partner management, power generation, wholesale and trading, transmission and distribution, meter operation, retail services and customer and channel management.

Wipro’s Business Performance Management Portfolio

[Image of BPM portfolio chart with various industries and key business areas highlighted.]
A Leading European Gas Company (continued)

Although the customer is currently in the implementation stage, numerous improvements in the operating environment are expected, including a reduction in operational expenses (both resources and maintenance), improved reliability, greater accuracy of responses, better response times, standardized processes and responses and overall improvements to customer satisfaction via a reduction in downtime.

When asked about Wipro’s strengths in the BPM segment, the customer noted Wipro’s familiarity with analytical processes, including Lean, Six Sigma and process consultancy, vertical expertise in the utilities market and fresh perspective.

Telecom Operational Excellence Advisory services have proven a strong area of investment and growth, as consolidation in this segment has driven the need to rationalize and consolidate redundant processes to maximize cost efficiency. Wipro offers services such as Order-to-cash, Trouble-to-resolve and Concept-to-market, leveraging the eTOM framework. As there is typically a strong connection between telecom business processes and IT, Wipro also brings its strong ITIL consulting capabilities to the table. TBR believes the combination of Wipro’s ITIL and BPM consulting capabilities is helping Wipro’s telecom clients deliver information and communications technology (ICT) services more profitability while generating higher levels of customer satisfaction. ITIL capabilities are particularly important in this segment due to the need to have a strong connection between business and IT. According to Wipro, potential benefits to clients include a reduction in costs of up to 20% due to reduced process redundancy, up to a 25% reduction in technology-related costs and up to a 30% reduction in people-related costs.

Financial services is a key market for Wipro. Within the BFSI segment, Wipro provides solutions to help reduce costs and improve staff productivity by streamlining processes such as Credit and Collections Management, Customer Service, Order to Cash and Claims Settlement, among others. In providing services to the insurance segment, Wipro has delivered significant improvements in underwriting expense ratio assessment and reduction.

Wipro also provides specialized services for the manufacturing, retail and consumer packaged goods segments. Examples of Wipro’s BPM services relevant across industry segments are:

- Business Unit Consolidation and Re-engineering (Pre- and Post M&A) services are positioned to help clients maximize the return on investment while minimizing disruptions due to merger and acquisition activity. As such, key focus areas include a reduction in redundant processes across the organization, streamlining of the organizational structure and centralizing key functions such as sales, the supply chain and corporate G&A while ensuring that the company understands the requirements and “voice” of their customer base. Wipro’s service delivery framework includes a four-phase approach of Process Discovery, Process Definition, Process Standardization and Training & Migration. Wipro reports that benefits include a reduction in customer churn of up to 5%, as well as operational cost reductions.

Global Logistics Transformation Advisory services are positioned to help clients optimize their logistics operations and processes to deliver both reduced costs and improved customer satisfaction. Solutions are focused around logistics transformation, forwarding costs reduction, reverse logistics spend optimization and E2EL transformation for fourth-party logistics (4PL) enablement. TBR believes that logistics and supply chain optimization is a strong area of investment for companies, as it has the potential to deliver high levels of savings through the streamlining of processes and automation.

Customer Retention Advisory services provide a complete customer retention roadmap for an organization, allowing Wipro to help customers improve overall customer satisfaction and retain high-value customers. The roadmap focuses on three core areas: Differentiated Service Performance, Active Relationship Management and Retention Methodology. As global economic conditions improve and companies increasingly shift from a focus on cost-reduction to top-line performance, TBR expects Customer Retention services to be a strong area of opportunity.

Wipro’s differentiated service performance model helps balance the cost of serving a particular segment with the maximum value
EXAMPLE: A U.S. Pulp and Paper, Timber and Real Estate Leader

A leading U.S.-based firm specializing in timber, paper and real estate engaged Wipro to develop a business transformation solution that both streamlined its property management processes and provided a Business Scenario revamp, including acquisition and build-out through leasing and maintenance activities. Additionally, the customer needed to address the issue of loss of business knowledge it faced due to a reduction in the workforce resulting from the slowdown in the real estate segment.

Wipro’s approach in delivering the transformation solution included the establishment of a complete business architecture along with business lever matrix and performance dashboards. Additionally, an SSU (shared service unit) for BPMS and applications integration was created. Finally, Wipro provided wide visibility and access to the entire process landscape through a web-based portal.

The benefits to the customer were significant. Web-based access to view the entire process landscape and improved knowledge retention resulted in a reduction in training costs of 25%. At the same time, the improvements in the overall process integrity assurance resulted in reductions in process complexity and turnaround time by 20% to 25%.

that can be obtained from that segment. This will reduce the propensity to “over serve” the customer base, and focus scarce and expensive resources on the most valuable customers. While Wipro’s Active Relationship Management framework uses customer insights to proactively relate to an organization’s targeted customer segments, it also provides advice and assistance around a number of events that can influence customer experience and opinion. TBR believes the Differentiated Service Performance model and Active Relationship Management framework help Wipro customers focus investments in the areas that will be most beneficial, maximizing the return on those investments as measured by customer satisfaction. Wipro reports that its retention solutions have reduced its clients’ customer churn by 5% to 20%.

Wipro’s BPM Partners, Tools, Methodologies and Frameworks

In delivering BPM solutions, Wipro’s strategy has not been to reinvent the work done by leading Business Performance Management platform vendors, but to partner with leaders in this segment. Wipro’s value proposition is centered around leveraging the platforms of best-of-breed BPM ISVs and attaching its own methodologies and frameworks to these platforms to provide additional value. With this model, Wipro can provide customers with insights regarding where their business practices are today compared to where they want to be and what is considered best-in-class. Wipro’s proprietary tools, frameworks and methodologies are a key differentiator in the BPM market.

Wipro’s methodologies allow it to deliver exhaustive assessments that provide customers with in-depth information regarding the customers’ business process landscape. Wipro can then benchmark the customer’s processes against the industry, leveraging its vertically focused research and knowledge from previous engagements to provide an assessment of best practices for the customer.

Wipro Consulting Services, Process Excellence Practice helps achieve best practices for its customers through a number of Business Frameworks, including:

- Business Architecture Framework
- Business Process Improvement Framework
- Business Process Management Framework
- Business Change Management Framework

Wipro’s Business Performance Management Partners

Wipro focuses on end-to-end implementation of the complete BPM stack, starting from business process modeling, integration, business rules, process management and process monitoring.

Key Solution Providers in different facets of Process Management Space:

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<tr>
<th>BPA Solution Providers</th>
<th>BPM Solution Providers</th>
<th>Integration Solution Providers</th>
<th>BRMS Solution Providers</th>
<th>BAM Solution Providers</th>
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<td>MEGA</td>
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<td>IBM-ILOG JRules</td>
<td>Software AG WebMethods-Optimize</td>
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<td>Microsoft BizTalk</td>
<td>Fair Issac-Blaze Advisor</td>
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<td>Sun SeeBeyond- iBam</td>
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<td>Tibco-Business Factor</td>
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<td>Haley</td>
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EXAMPLE: Global food, agricultural, industrial and financial products and services company

Eighteen months ago, a global food, agricultural, industrial and financial products and services company identified the need for a long-term strategy to consolidate its container-forwarding processes and organizational structures. Four separate business units within the organization had separate container forwarding processes with multiple customer touch-points for a shipment and no standardized benchmarking or reporting structure for the overall container business.

The objectives of the engagement included looking across the container forwarding value chain (from the commodities within the supply chain to container loading, to containers at port to containers on the ship) and developing a consolidated shared container forwarding service, process and organizational structure that brought all four business units under one umbrella. This consolidation would allow the customer to reap the benefits of standardized performance benchmarking and reduced administrative costs.

Wipro was the customer’s first choice for the engagement given that the process design would likely create an opportunity to offshore applications and IT work, which played squarely into Wipro’s strength in seamless offshore delivery. However, the customer did its due diligence in considering other vendors and found Wipro’s approach to be a practical one complemented by an IT-savvy team, thereby cementing its choice.

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These frameworks leverage methodologies such as Lean, Six Sigma, simulation and CEMM to create unique qualitative and quantitative assessments.

It is important to note that Lean methodologies and Lean advisory services play a critical role in the delivery and success of Wipro’s BPM solutions. Lean and Six Sigma principles are embedded into every process transformation engagement Wipro conducts. In delivering Lean solutions, one of Wipro’s key differentiators is its simulation capabilities, which ensure that engagements are able to deliver on the proposed benefits. In leveraging the benefits of the Lean methodology, Wipro focuses on helping customers streamline business processes to maximize profitability and quality. The company helps its clients develop a more long-term view of their business, one that focuses on business value rather than merely short-term savings. Wipro can show the benefits of continuous learning and improvement, measuring where processes truly add value and generate continuous improvements in quality, and rewarding people based on those metrics. For a U.K.-based gas distributor, the benefits of Wipro’s Lean-driven process improvement solution was significant; Wipro was able to identify cost savings and increased revenue to the tune of £5 million per year while reducing penalties by 50% and providing the ability to service 50% more contracts.

Critical Benefits and Wipro Differentiators

TBR believes there are a number of key areas where customers will benefit from working with Wipro BPM services:

1. **Vertical market expertise:** Wipro complements a series of horizontal BPM solutions with specialized offerings for a number of key verticals, including financial services, energy, retail, telecom, manufacturing, and healthcare. TBR believes Wipro brings a winning combination of vertical market solutions and consultants with specific vertical market expertise.

2. **Cost Savings:** Particularly in a down economy, cost savings is often a key driver of BPM engagements. These engagements allow customers to automate and streamline processes, and Wipro customers have demonstrated success in driving out costs throughout the value chain, including reduced operational, maintenance and people-related costs. In speaking with Wipro customers, Wipro focuses its BPM recommendations on areas that will deliver the highest return on investment while helping ensure that the BPM program aligns with the company’s overall business strategy. The net result is a successful long-term cost savings program coupled with continuous improvements in quality.

3. **Improved revenue performance and customer retention:** Often customers are challenged not only with reducing costs, but with fixing a business problem – whether it be low customer satisfaction due to significant downtime and/or poor response times. Wipro’s BPM customers note that the company’s BPM solutions go beyond the cost equation, providing support for more strategic initiatives that help drive improved top-line performance.

4. **Expertise in process methodologies:** Wipro’s customers consistently note that the success of their engagements has been driven by the combination of Wipro’s strength in understanding BPM tools and platforms coupled with its focus on methodologies such as Lean and Six Sigma. Wipro leverages these tools and frameworks to ensure that it has a good understanding of the customer environment and the potential benefits of a BPM engagement. Customers describe Wipro’s approach as pragmatic with a focus on understanding customer needs and creating a solution that addresses those needs in the most logical way, avoiding undue complexity.
EXAMPLE: Global food, agricultural, industrial and financial products and services company (cont.)

In executing the engagement, Wipro performed an analysis of the company’s four business groups that participate in the container business and came up with a strategic recommendation for consolidation centered on a primary business unit in India. The Indian business unit will provide the company with a longer-term shared service model supported by a robust offshore delivery capability.

The company is now in the late stages of its engagement with Wipro, with plans to have the unit operational within the next three to four months. Initially, the customer expects the new model to remove 25% of costs from the process, with the potential for greater savings over time as the Indian operation can be leveraged for additional functions. Benefits also include the ability to leverage economies of scale to negotiate better freight rates. Overall, the combined savings from these efforts is expected to reach $2.5 million per year. The customer commends Wipro’s strength in technical skills, its practical approach to designing a solution, strong analytical skills and pragmatic methodology, and states that these attributes would cause it to choose Wipro for help in solving other process-related problems.

IN SUMMARY

Wipro Consulting Services, Process Excellence Practice uses a combination of highly experienced consultants, deep vertical market expertise and solutions, key industry partnerships and proprietary frameworks and methodologies to deliver business value to customers in the form of improved operational efficiency and/or top-line performance. TBR believes that BPM services are becoming increasingly relevant as companies strive for consistent global practices, an improved customer experience and more efficient cost structures, while at the same time looking to meet evolving regulatory requirements. In speaking with Wipro BPM customers, it is clear that customers appreciate Wipro’s pragmatic approach to BPM engagements. Leveraging its strength in process methodologies, Wipro is able to pinpoint a customer’s pain-points and address them with a solution that is not overcomplicated and that delivers a high value of return on investment. The company also excels at prioritizing its efforts in line with customers’ objectives and overall business strategies. Wipro’s efforts are aided by its close working relationships with customers and its view of customer relationships as partnerships. The company’s investments in vertical market solutions and expertise are another reason for its ability to create close customer relationship, as it understands industry-specific solutions and industry dynamics. Finally, Wipro’s offshore delivery capability is a strong differentiator in the BPM space, as it can help support process improvements with a long-term seamless offshore delivery structure that can help drive additional application and IT costs out of the mix. TBR believes it is the combination of these assets and differentiators that will allow Wipro to continue to grow its BPM practice faster than the overall market. As a result, Wipro will continue to expand its footprint and market share within this dynamic market segment.

ABOUT TECHNOLOGY BUSINESS RESEARCH

Technology Business Research, Inc. (TBR), headquartered in Hampton, N.H., is recognized as one of the leading high-tech market research and consulting firms specializing in analyses of computer, networking, software and professional services companies in the information technology market. Servicing an international clientele of high-technology manufacturers, service providers, IT professionals and end users, the company has continually distinguished itself in the marketplace by providing timely, accurate, high-quality information and market research in a format that is uniquely responsive and tailored to clients’ needs.