Welcome to Wipro
US Analysts/Investors Interaction Session

Feb 8, ’06
NYSE, New York
Wipro Overview

Sridhar Ramasubbu
Vice President
8, February, 2006
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.
India’s Offshore IT and BPO industries can achieve US $ 60 Bn. in exports by 2010 if they sustain their current leadership.

These industries could also aspire for an even bigger prize in the next five to ten years: an additional $ 20 Bn. in exports by extending leadership through a targeted expansion of the Offshore market.

Industry Play Projected to Continue Strong Growth Rate

Source: NASSCOM McKinsey report 2005
Wipro – Culture of Success

**Origin & Track Record**
- Incorporated in 1945; IPO in 1946; listed on NYSE (WIT) in 2000
- 59 years track record of growth & profitability

**Compounded Growth Rate – Over 59 Years:**
- Revenues: 21%, Net Income: 31%, M-Cap: 24%

- Entered IT business in 1980s; IT Services business launched in early nineties
- Over 90% of Revenue & 96% of EBIT comes from IT businesses

**Snapshot of Global IT business:**
- 35+ offices across North America, Europe and Asia
- People from 31 different nationalities
- Part of NYSE’s TMT (Technology–Media–Telecom) Index, NSE Nifty Index and BSE Sensex

**Global IT Services & Products**

- Revenues $ Mn
- 10–Yr CAGR: 43%

Note: FY 05–06 Revenues = Actual Revenues for Q1, Q2 & Q3 + Guidance for Q4
Mining the Global Market: Verticalised Structure

Technology Business:
- Telecom Service Providers (TSP) 32%
- Product Engineering Solutions (PES) 39%
- Finance Solutions (FS) 53%

37% of Revenue *

Enterprise Business:
- Enterprise Solutions (ES) 37%
- Banking
- Insurance
- Securities
- Retail
- Manufacturing
- Energy & Utilities
- TMTS#

63% of Revenue*

* - IT Services Revenue for Quarter ended Dec 2005

#Travel, Media, Transportation, Service
Innovating Global Delivery

Revenues from Newer Services
(As % of Total Revenues)

- New Services Revenue: 39% (up from 8% in 2000–01)
- Demonstrating remote delivery execution for traditional onsite services
- Leadership Position in Testing, TIS, BPO

Note: FY 05–06 data is for the quarter ended Dec 31, 2005
Consulting revenues used here are pure consulting revenues and do not include the consulting revenues embedded in vertical revenues
Some of Our Differentiators:
A Well–positioned Diverse Service Portfolio

- Wipro’s Global IT Revenue pie
  - Q3 2005–06
  - $473.4 M

- Wipro’s Global IT Revenue pie
  - CAGR 16%
  - CAGR 28%
  - CAGR 55%
  - CAGR 25%

- Indian Export Potential*
  - FY05: 25%
  - FY10: 6.0%

- R&D Services: 37%

- IT Enabled Services / BPO: 9%

- Package Implementation + Testing + Systems Integration: 21%

- Infrastructure Outsourcing: 9%

- Consulting: 1%

- Custom App Dev & Maintenance: 23%

- Some of Our Differentiators:
  - A Well-positioned Diverse Service Portfolio

Source: Mckinsey–NASSCOM Study 2005, Company estimate (all figures in USD B)

Percentages below the pie chart represent Wipro’s distribution of Revenues for the Quarter ended December 2005.
Some of Our Differentiators..

Strategic Acquisitions

**Acquisition Objectives:**
- Deepening our domain competence
- Expanding or filling out our service lines
- Obtaining access to a new market
- Enhancing Technology footprint

‘String of Pearls’ Strategy:

<table>
<thead>
<tr>
<th>Company</th>
<th>Spectramind</th>
<th>AMS GEG</th>
<th>Nerve Wire</th>
<th>New Logic</th>
<th>mPower</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Space</strong></td>
<td>BPO</td>
<td>E&amp;U</td>
<td>Securities</td>
<td>Semi Conductors</td>
<td>Financial Services</td>
</tr>
<tr>
<td><strong>Domain Specialist</strong></td>
<td>2,500</td>
<td>90</td>
<td>100</td>
<td>120</td>
<td>351</td>
</tr>
<tr>
<td><strong>Benefits, Access to</strong></td>
<td>New Service Line</td>
<td>Consulting in Energy</td>
<td>Consulting in Securities</td>
<td>Wireless, RFID, Analog, IP</td>
<td>Payments Space</td>
</tr>
</tbody>
</table>
Some of Our Differentiators...

Process & Quality Focus

- 15,000+ employees trained in Six Sigma methodologies
- 204 certified black belts and 10 master black belts
- Over 700 PMI certified consultants, highest in India
- All fresh recruits undergo a 3 day Veloci-Q training
- 33% business parameters for the Wipro CEO relate to quality

- Increased productivity  ➤ Efficiently ➤ Lower development cost
- Schedule adherence  ➤ On time every time ➤ Lower schedule overrun cost
- Phase containment  ➤ Right the first time ➤ Lower maintenance cost

“Through a single-minded but judicious emphasis on quality as a guiding principle throughout its delivery processes, Wipro has shown impressive improvements in delivery capabilities, client satisfaction, and the ability to continually reduce the cost of services, which it aggressively passes on to its customers.” **Gartner**
Highlights of the Quarter ended December 31, 2005

- Revenues at $473.1 m (QoQ growth of 9.9%), ahead of guidance of $463 m
- Strong volume growth in IT Services – Person-months billed up QoQ by 13% – both Offshore & Onsite volume
- Proportion of Revenue from Offshore projects up by 160 basis points to 46.9%
- Robust people addition continues – net addition of 5,189 people including 3,770 in IT Services and 1,419 in BPO
- Wipro BPO business operations continue to improve – sequential Revenue growth of 4% and ~350 basis points improvement in Operating Margin
- Broadbased growth – sequential double digit growth in Financial Solutions, Technology Business, TMTS and Energy & Utilities among verticals), our differentiated services (Testing, TIS & PI) and Europe & Japan (among Geos)
- Announced 2 acquisitions – NewLogic in Product Engineering Services space and mPower in Banking space. Revenues of $1.3 m from mPower included in the Revenue for the quarter. Newlogic financials consolidated effective December 28, 2005.
Strength of Business Model reflected in 3-Dimensional Growth

### Revenue Mix

**Vertical distribution**

<table>
<thead>
<tr>
<th>Service Line</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technology Infrastructure</td>
<td>31%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>10%</td>
</tr>
<tr>
<td>Energy &amp; Utilities</td>
<td>11%</td>
</tr>
<tr>
<td>Telecom Service Providers</td>
<td>6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>10%</td>
</tr>
<tr>
<td>Retail</td>
<td>9%</td>
</tr>
<tr>
<td>Finance</td>
<td>21%</td>
</tr>
<tr>
<td>Others</td>
<td>12%</td>
</tr>
</tbody>
</table>

**Geographical distribution**

- **Europe**: 33%
- **North America**: 62%
- **Japan**: 4%
- **ROW**: 1%

### Growth Rates

#### Service Lines

<table>
<thead>
<tr>
<th>Service Line</th>
<th>YOY Growth rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Testing &amp; Interops</td>
<td>89%</td>
</tr>
<tr>
<td>Technology Infrastructure Services</td>
<td>45%</td>
</tr>
<tr>
<td>Package Implementation</td>
<td>34%</td>
</tr>
<tr>
<td>ADM</td>
<td>33%</td>
</tr>
</tbody>
</table>

#### Business Lines

<table>
<thead>
<tr>
<th>Business Line</th>
<th>YOY Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial Services</td>
<td>52%</td>
</tr>
<tr>
<td>R&amp;D Services</td>
<td>40%</td>
</tr>
<tr>
<td>Enterprise Solutions</td>
<td>29%</td>
</tr>
</tbody>
</table>

#### Geographies

<table>
<thead>
<tr>
<th>Geographies</th>
<th>YOY Growth Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Europe</td>
<td>51%</td>
</tr>
<tr>
<td>North America</td>
<td>30%</td>
</tr>
<tr>
<td>Japan</td>
<td>27%</td>
</tr>
</tbody>
</table>

For the Dec quarter 2005–06; IT Services only
## Platform for Sustainable Growth

### No. of Active Customers

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 2004-05</th>
<th>Q2 2005-06</th>
<th>Q3 2005-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>386</td>
<td>433</td>
<td>485</td>
</tr>
</tbody>
</table>

*at the quarter end (IT Services)*

### Annual Revenue per Customer

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 2004-05</th>
<th>Q2 2005-06</th>
<th>Q3 2005-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$3.2 m</td>
<td>$3.6 m</td>
<td>$3.6 m</td>
</tr>
</tbody>
</table>

*Based on No. of active customers at quarter end (IT Services)*

### Million dollar Revenue Customers

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 2004-05</th>
<th>Q2 2005-06</th>
<th>Q3 2005-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customers</td>
<td>163</td>
<td>201</td>
<td>210</td>
</tr>
</tbody>
</table>

*at the quarter end (IT Services including BPO)*

### % of Offshore Revenues

<table>
<thead>
<tr>
<th>Quarter</th>
<th>Q3 2004-05</th>
<th>Q2 2005-06</th>
<th>Q3 2005-06</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>44.1%</td>
<td>45.3%</td>
<td>46.9%</td>
</tr>
</tbody>
</table>

### Revenue breakdown:

- **Q3 2004-05**: 46.9%
- **Q2 2005-06**: 45.3%
- **Q3 2005-06**: 46.9%

*Revenues from Fortune customers - 66% for Quarter ended December 2005*
## Wipro businesses – A compelling proposition

<table>
<thead>
<tr>
<th>Theme</th>
<th>Outsourcing Boom</th>
<th>Strong GDP growth fuelling investments</th>
<th>Consumer boom from the mighty Middle Class</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Feature</strong></td>
<td>• India emerging as the outsourcing hub for IT &amp; IT enabled services</td>
<td>• Increased IT spending in India &amp; APAC</td>
<td>• Large middle class market of over 250m</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Large investment in infrastructure in India</td>
<td>• Leading player in the FMCG industry</td>
</tr>
<tr>
<td><strong>Wipro’s Unique Position</strong></td>
<td>• Among the top 3 IT Services companies from India</td>
<td>• Leader in IT space in India, Middle East &amp; APAC</td>
<td>• Leading player in the FMCG industry</td>
</tr>
<tr>
<td></td>
<td>• Widest range of services</td>
<td>• No 1 in India in Infrastructure Engg Hydraulics</td>
<td></td>
</tr>
<tr>
<td><strong>Proportion of Wipro’s Business</strong></td>
<td>• 76% of Revenue; 89% of Operating profits</td>
<td>• 16% of Revenue; 9% of Operating profits</td>
<td>• 5% of Revenue; 4% of Operating profits</td>
</tr>
</tbody>
</table>
“For the Quarter ending March 2006, we expect our Revenue from our Global IT Services business to be approximately $510 million”

**Underlying factors:**

- Sustained volume growth in IT Services
- Stable Price Realizations

**Endeavor to keep organic OM% in narrow band through the use of levers such as:**

- Utilization
- Bulge-improvement
- Productivity Improvement
TO SUM UP

Widest Range of Services
Wipro’s Global IT Revenue pie

Diversified Vertical Expertise
Vertical-wise composition (% of Revenue for Quarter ended Dec 2005)

Strong Financial Position
Cash & Cash equivalents (Rs M)

Strong Customer Relationships
Average annualized Revenue per Customer
Based on No. of active customers at Quarter ending Dec 05

For IT Services

6.0
5.2
2.8
2.5
2.2
2.0
1.8
1.5
1.3
1.1
0.9
0.7
0.5
0.3
0.1
0.0

Wipro’s Global IT Revenue pie
Q3 2005-06
$473.4 M

Indian Export Potential*
CAGR 16%
CAGR 37%
CAGR 55%
CAGR 25%
CAGR 7.6
CAGR 28%
CAGR 9.0
CAGR 16%

Consulting
1%
Infrastructure Outsourcing
9%
Package Implementation+ Testing + Systems Integration
21%
R&D Services
37%
IT Enabled Services / BPO
9%

Custom App Dev & Maintenance
23%

Widest Range of Services
Wipro’s Global IT Revenue pie

Product Engg Services
31%
Telecom Service Providers
6%
Retail
9%
Finance
21%

Energy & Utility
11%
Manufacturing
10%

Others
12%

Based on No. of active customers at Quarter ending Dec 05

Q3 2004-05
$3.2 m
Q2 2005-06
$3.6 m
Q3 2005-06
$3.6 m

24,820
31,930

$788 M
35,402

$473.4 M

For IT Services

at the quarter end (Wipro Ltd consolidated)
Building the Next Wipro
– A Strategic Perspective

Presentation at Analyst Interaction Session
NYSE, New York
8, February 2006

Sanjay Joshi
Chief Executive – Consulting
Wipro – The First Sixty Years

Our history
- Incorporated in 1945; only IPO in 1946
- Diversification into IT in 1980s
- Entered IT Services business in 1991-92
- Listed on NYSE in 2000

Our Track Record
- Consistent growth rate - CAGR* over 60 years of:
  - Revenue: 21%
  - Net Income: 31%
  - Market Cap: 24%

Data for fiscal years ended March 31

Wipro Limited 1945-2005

Revenue $1865 M
Net Income $363 M

* - Compounded Annual Growth Rate

Wipro - Track Record of Sustained Innovation
Emerging Market Opportunity

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

- India’s Offshore IT and BPO industries can achieve US $ 60 Bn. in exports by 2010 if they sustain their current leadership.
- These industries could also aspire for an even bigger prize in the next five to ten years: an additional $ 20 Bn. in exports by extending leadership through a targeted expansion of the Offshore market.

Industry Play Projected to Continue Strong Growth Rate

Source: NASSCOM McKinsey report Dec 2005
Our Global IT Business Today

**Partner to industry leaders and challengers**
- 66% of revenue from Global 500/Fortune 1000 clients

**Global footprint**
- Listed on NYSE
- 35 countries
- >7500 employees onsite across geos
- 14 near shore development centers

**Diverse talent pool**
- 31 nationalities
- >2900 domain consultants

**Sustained growth**
- CAGR of 42% in last 5 years
- Part of NYSE’s TMT (Technology-Media-Telecom) Index, NSE Nifty Index and BSE Sensex

*Actuals up to Q3 05-6+Q4 Guidance
Strategic Imperatives for Wipro

1. Drive Higher Growth in Revenues and Profits.

2. Leverage Adjacent Growth Opportunities to Drive Incremental Growth.

3. Transform Wipro into a Truly Global Organization.


Seize Opportunities to Build the Next Generation Wipro
Our Growth Framework

1. Organic Growth in Global IT and ITES
2. Leadership in India & Middle East
3. Game Changing Initiatives
4. Strategic Acquisitions

Focus on 10 Themes to Drive Sustainable Revenue Growth
Growth Engine #1 – Organic Growth in Global IT & ITES

**Action 1**

*Improve Penetration at Global and Major Accounts*
1. Identify and systematically drive higher growth in our top 100 accounts.
2. Ensure appropriate resource alignment.
3. Go beyond conventional IT budgets.

**Action 2**

*Accelerate Opening of Identified Strategic Target Accounts*
1. Lower account mortality and achieve better utilization of available resources through better choice of accounts.
2. Qualify accounts based on IT and budget; outsourcing experience and offshoring history and competitive landscape.

**Action 3**

*Turbo Charge High Growth Businesses*
1. Identify, invest-in and accelerate all high growth areas of business.
2. Create a dashboard of all high growth areas. Ensure that these growth clusters get high mind-share and investment.

**Action 4**

*Increase Focus on New Geographies and Verticals*
1. Continue focus on new Geographies and Verticals to be addressed.
2. Bring in dedicated leader, create dedicated Sales team for each Geo along with exclusive pre-sales support, create local teams and near-shore centres as necessary.

**Action 5**

*Realize the Potential of the BPO Growth Engine*
1. Create solutions in high potential areas.
2. Establish new Delivery Centres.
3. Define new go-to-market approach.

**Drive Higher Organic Growth through Executing these Specific Action Steps**
**Focus Areas**


---

**GOAL**

Leadership position in Geos that we address

<table>
<thead>
<tr>
<th>Enterprise Strategy</th>
<th>SMB Strategy (India)</th>
<th>International Geographies</th>
<th>Vertical Strategy</th>
<th>Marketing</th>
<th>Strategic Alliances</th>
</tr>
</thead>
</table>

**Integrated Multi LOB Delivery & Program Governance**

<table>
<thead>
<tr>
<th>Consulting Vertical KPI based offering</th>
<th>TOS Build scale and expertise to increase wins</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services Non linear model; De–skilling resource requirement</td>
<td>Solutions Templates / Point Solutions</td>
</tr>
<tr>
<td>Wipro PC Optimize product / customer mix</td>
<td>Enterprise Products Best of breed technologies</td>
</tr>
</tbody>
</table>

---

**Maintain Leadership in India and Build Leadership Position in other Geo’s**
Growth Engine #3 – Game Changing Initiatives

**Action 1**

**Dedicated Focus on Large Deals**

1. Invest in stronger, focused Large Deal teams within Service lines.
2. Separate Leadership and Team to focus on Large Deals.

**Action 2**

**Continue Incubating New Services**

1. Integrated Application Management + TIS + BPO
2. Process Consulting Services through Business Solutions Group
3. Testing Point Solutions & Frameworks

**Action 3**

**Strengthen Alliance initiative to better leverage Alliances Led Revenue**

1. Strengthen dedicated Alliance team. This Alliance team will
   a. Work with a dedicated and leveraged headcount.
   b. Focus on Strategic Alliances that span Verticals and Service Lines.
   c. Create a federated model of Alliances management that will be followed by Business Units and Service Lines.
   d. Work to create differentiated value proposition with partner.
   e. Create and review joint pipelines with each partner.
2. Alliance Initiatives in Practices

**Game Changing Initiatives to Supplement Not Substitute Organic Growth**
Growth Engine #4 – Strategic Acquisitions

**M&A based on Strategic Plan from each Vertical and each Service line**
1. Strategic planning exercise to align organic and inorganic targets at the Sub-Vertical, Service lines and Geo levels.
2. Create leveraged organization in each Business Unit and Service Line to support increased M&A activity.

**Strengthen competence for successful M&A integration**
1. Create a team from functions – such as HR, Finance, Legal and IS – who can be a part of the acquired company.
2. Create a full time position of Integration Officer for each transaction.
3. Ensure all learning is captured and implemented for future use.
4. Assimilate local talent from acquired entity.

**Focus on Inorganic Initiatives based on Business Needs and Plan Integration to Capture Value**
Enabler #1 – Building Right Capability and Leadership

**Build Leadership Pipeline**
1. Continue organization’s thrust to build new cadre of leadership at all levels.
2. Align competencies to new set of emerging roles.
3. Measurement & Reward mechanisms to reflect Managers’ competency building ability.

**Re-orient Organization Design for Scalability**
1. Organization Structure that addresses skill alignment around Verticals, Service Lines.
2. More robust, atomized and decentralized units with focus on speed and nimbleness.

**Define New Roles in Areas such as:**
1. Delivery Assurance.
2. Program Management.

**Supply Chain Initiatives**
1. Dedicated mass vs. targeted hiring model.
2. Expand the universe of talent pools available to meet our future talent needs.

**Value Re-enforcement & Cultural Continuity**
1. Strengthen Induction process across Corporation.
2. New Values engagement model to cater to the larger mass.

**Diversity Management**
1. Dedicated people Integration team for standardized process/ dissemination of learning.
2. Local talent assimilation.

---

**Build Focused Value Led Talent for Tomorrow’s Wipro**
Enabler #2 – New Delivery Paradigms

Action 1

**Standardize Delivery for IT**
1. Drive Economies of Scale in infrastructure and processes without diluting customer security issues.
2. Build a robust factory model to achieve efficiencies by standardizing IT solutions and processes.
3. Leverage LEAN principles to increase process productivity and throughput, and decrease cycle time.
4. Stay ahead on the Quality curve.

Action 2

**True Global Delivery**
1. Global Delivery strategy is key for customers:
   a. Global roll outs.
   b. Follow the sun model.
   c. Disaster Recovery.
2. Resource Diversity will be an additional advantage for customers seeking geo de-risking.
3. Enhance capabilities for multi-lingual skill based delivery.

Challenge Established Delivery Models to Create New Models for Optimized Delivery
Enabler #3 – Performance Management

Variable Compensation Scheme

Action 1
1. Refine drivers of Variable Pay Programs (Account level profitability).
2. Evaluate and design program that reward Growth instead of merely Plan Achievement.

Enhance Internal Planning and Analysis Systems

Action 2
1. Scale up internal systems to enable multi dimensional reporting – e.g. Sub–Vertical, new Practices, sub–Geo level, etc.
2. Develop dynamic dashboards to track Funnel, Delivery Performance, Tracking, etc. Productivity.
3. Improve cost productivity – Revisit cost/activity Drivers for their effectiveness on an ongoing basis
5. Systems to measure Game Changing Initiatives.
6. Systems for integrating Acquisitions – Financial Due Diligence, integrating plans, tracking performance vs. projections

Substantiate Growth Engines with Performance Management Mechanisms
Enabler #4 – Innovation

Quantum Innovation

1. The Innovation Initiative that we stated in year 2000 focused on ideas leading to Intellectual Property creation and developing Point Solutions.

2. So far we have been successful in driving the Incremental Innovation model. We have successful projects like Semiconductor IPs (e.g. Wireless LAN), Project Pioneer (Gas Distribution Solution), FlowBriX & Business Process Management (BPM), Security Compliance solutions (SOX, PCI) and Global Data Synchronization (GDS).

3. We need to move towards Quantum innovation to achieve scale of growth. Key drivers for the initiative are:
   a. Achieve non-linear growth.
   b. Enhance Customer Value significantly.
   c. Build a strong Innovation Brand for Wipro.

Grow Wipro’s Capability to Innovate
Enabler #5 – Consulting

Consulting As A Core Enabler for Wipro—Wide Impact:

1. Drive Consulting as a High Growth Business.
2. Leverage Consulting As A Deal Winner in Game Changing Deals.
3. Deploy Consulting as an “Account Penetrator”– For GAMA accounts, Consulting can be a critical element in enhancing account footprint.
4. Project the powers of the consulting capabilities (“Capability Integrator”) across Wipro more effectively by better linking diverse consultants and their content expertise/ knowledge.
5. Orient Consulting as a home for top “specialist” talent – Consulting as a career path and as a recruiting value prop for key client-facing talent (“Talent attractor”).

Enhance Wipro from an Outsourcing Partner to a Problem Solver with Outsourcing Capability
Enabler #6 – Brand

**Focused Initiatives to Enhance Wipro Brand**

Org-wide effort to become #1 across parameters such as:

a. Best Employer.
b. Customer Favorability.
c. Corporate Governance.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Value from a Wipro Brand</th>
</tr>
</thead>
<tbody>
<tr>
<td>A Customers</td>
<td>Comfort and Reference ability.</td>
</tr>
<tr>
<td>B Employees</td>
<td>Employer of Choice Globally.</td>
</tr>
<tr>
<td>C Partners</td>
<td>Best in Class Alliances.</td>
</tr>
<tr>
<td>D Industry Analysts</td>
<td>Increase Understanding to Drive Positive Referrals.</td>
</tr>
<tr>
<td>E Investors and Financial Analysts</td>
<td>Thought Leadership.</td>
</tr>
</tbody>
</table>

**Build out the Applying Thought Theme**

a. Focus on customer relationships.
b. Strengthen relationships with analysts.
c. Thought leadership as the vehicle for differentiation.
d. Increase visibility through presence at marquee events.
e. Make the brand more accessible.

**Strong Wipro Brand to Deliver Higher Stakeholder Benefits**
## Transformation – Global IT Services Leader

<table>
<thead>
<tr>
<th>FROM (Now)</th>
<th>TO (Future)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large Indian Player</td>
<td>Large Global Services Player</td>
</tr>
<tr>
<td>Mostly Application Outsourcing</td>
<td>Application, Infra, BPO and Total Outsourcing</td>
</tr>
<tr>
<td>Predominantly Implementation</td>
<td>Entire Lifecycle Execution</td>
</tr>
<tr>
<td>India Centric Competitive Set</td>
<td>Truly Global Competitive Set</td>
</tr>
<tr>
<td>Limited Global Footprint</td>
<td>Expanded Global Footprint</td>
</tr>
<tr>
<td>Cost Centric Value Proposition</td>
<td>Domain Centric Cost Effective Solutions</td>
</tr>
<tr>
<td>Organic Growth</td>
<td>Organic AND Inorganic Growth</td>
</tr>
</tbody>
</table>

**Thank You**
Technology
Infrastructure Services

Investor Briefing
February 2006

G K Prasanna
Senior Vice President
**About Us**

- **Dedicated Business Group** contributing **8.5% of IT business revenues** for Wipro Technologies

- Over **170+ customers** in USA, Europe and Japan

- Over **3,000 service delivery personnel** dedicated to providing infrastructure services with over **60,000 person-years** of cumulative experience

- **World’s first BS 15000 certified facility.** ITIL forms the core of our service delivery methodology

- Dedicated **centers of excellence** for Infrastructure Services Enhancement

- Alliances with Principals like Microsoft, Cisco, Sun, Oracle, Symantec etc.

“**Wipro is the leader of the group.** It has the most experience with global customers, numerous satisfied customers, and strong management backing to grow and improve the service. Even customers of the other Indian service providers admitted that Wipro has an excellent offering.”

Remote data center management: **Low cost and high quality from India, AMR, Nov 2004**
Quarter 3 Highlights

- Strong Quarter. Sequential growth of 16.3% and YoY growth of 45% in Q3.

- Launched GCCv2 on Dec’01 2005
  - Full spectrum Services for an Insurance Major in UK
  - A large three year contract from a US based Fortune 500 financial services provider for Production Support

- Launched the Global Outsourcing Business

- Opened 18 new accounts for TIS globally – 15 new accounts in USA and 3 New Accounts in Europe

- Head count as on 31st Dec 2005 was 2848 people. We have added 469 people in Q3. The Head Count as on Dec 31 2004 was 1526.
Addressable market for IT infrastructure offshoring is US$70–85 billion

* US$0.3 billion in 2003; projected at US$0.9 billion in 2005 based on client experience; assuming India’s share of current offshore market is 50%

Source: McKinsey Business Technology Office (BTO)
The Offshore Infrastructure S-Curve

Emerging Growth Maturity Decline

Maturity of market

Amount of time the market has been in existence

Source: Forrester, 2005
Next Generation Managed Services

Optimizing existing tools and integrating new tools

- Tool agnostic process: Process is protected from the tool used for monitoring. It means that we can solve the problem of global integration / M&A situations.

Skill optimization & new technology assimilation

- Virtualization of IT operations: Our Level-1 engineers do not have to re-learn commands if customers' infrastructure changes. For e.g. if all Windows environment changed to Linux.

Mitigating malicious attacks and avoiding human errors

- Enhanced security: It is a very new idea not to let even System Administrators have System Administrator passwords. Instead, they are given one time access to the "sick" device. What it also means is that we completely avoid any one inadvertently touching healthy devices

Linking business impact to IT availability

- Business impact reporting: This is the holy grail of enterprise management. To be able to report which businesses / geographies are impacted because of a infrastructure problem.
Our value proposition

1. Proven Global Delivery Model
2. Best in class Industry std Processes
3. Flexible Pricing model
4. Flexibility & Scalability
5. People Oriented practices
6. Service Experience

Wipro

- Service delivery through proven "Global Delivery Model (GDM)"
- Experience of supporting demanding Wall Street environment
-Introduce best in class industry processes
  - ITIL (BS 15000)
  - ISO 9000:2000
  - ISO 17799
  - Six Sigma
- Flexible and transparent pricing model
- Governance structure to address changing needs
- Scalable resource model: Over 5000 skilled resources
- Alliances with multiple vendors
- Ability to hire, train and retain top talent
- PCMM level 5
- 24 years plus of IT support experience
- Understand the challenges of managing an offshore center

Thank you for your time
Wipro Consulting Services

Presenter: Tim Matlack
Date: February 8, 2006
## 1. Wipro Consulting: Snapshot

### Who are we?
- Trusted advisors to Wipro clients;
- Value added service providers integrated & aligned with Wipro IT and BPO services
- Growing by acquisition (AMS-GEG, Nervewire) and by recruiting from top consulting firms

### What do we do?
- Enable our clients to improve their operational performance in business processes
- Help our clients develop & implement actionable business and IT strategies and improvements

### Why do we do what we do?
- Our clients want practical strategies and actionable improvement plans to realize business value quickly and effectively
- Our clients want to extract the full potential value from their IT and BPO services relationship with us

### Where are we going?
- Our vision is to be a top-10 consulting services provider within 5 years
- Focus is on Top-50 accounts & “Must-Haves”
- Investing in new capabilities and senior leadership for global accounts
2. Wipro Consulting KPI’s

Domain & Offshore consultants

US and Europe Consultants

2004-05 2005-06
# of Consultants
750 1000
120 225

Global Consulting Revenues (USD Mn.)

2004-05 2005-06
Revenues (USD Mn.)
$70 $100

-05 2005
$100

-06
3. Wipro Consulting Positioning

Wipro Consulting Focus

- **Strategy Consulting**
  - Which product market should we enter?
  - Should we undertake an M&A program?
  - How do we compete with Y in direct channels?
  - What should my brand strategy be?

- **Business / Functional Consulting**
  - What does my optimal supply chain network look like?
  - How do I deliver better customer service?
  - How do I drive out cost from the back office?
  - How do I manage organisational change?

- **Business-Led IT-Enabled Consulting**
  - How can I better manage my inventory with RFID?
  - How can I get an accurate snapshot of customer profitability through smart data warehousing?
  - How can I reduce my claims processing cost per case through better workflow?

- **IT Consulting**
  - How do I improve the effectiveness of my IT organization?
  - What should the components of my Ent. Architecture be?
  - How can I reduce the cost of BI platforms?
  - Which governance model should I adopt for outsourcing?

---

Delivering Operational Excellence
### 4. Consulting Services Overview

<table>
<thead>
<tr>
<th>Business / Functional Consulting</th>
<th>Technology Consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Address the needs of the Business</strong></td>
<td><strong>Address the needs of the CIO organization</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Business Process Improvement</strong></th>
<th><strong>Strategy &amp; Transformation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Optimizing the design and efficiency of core business processes</td>
<td>Enabling IT-led business improvement by advising on IT Strategy, Total Outsourcing, Strategic Sourcing and Enterprise Architectures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Value Chain Optimisation</strong></th>
<th><strong>IT Operations &amp; Governance</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Maximising the business value of critical components of the value chain, specifically customer (CRM) and supply/demand (SCM)</td>
<td>Ensuring optimal management of IT assets and programs by advising on IT Governance, IT Service Management, Program Management and Quality Assurance</td>
</tr>
</tbody>
</table>

| **Domain & Functional Consulting** |  |
|---------------------------------|  |
| Providing best-practice advisory services in core business areas of Energy, Finance, Telco, etc. |  |
5. Consulting Complements Specialists & Core Delivery Teams for End-to-End Coverage

<table>
<thead>
<tr>
<th>Role</th>
<th>Wipro Consulting</th>
<th>Wipro Domain &amp; IT Specialists</th>
<th>Wipro Core Delivery Groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategist</td>
<td>●</td>
<td>●</td>
<td></td>
</tr>
<tr>
<td>Business Transformation Consultant</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Program/Change Manager</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Enterprise/Program Architect</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Project Manager</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Technical Architect</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Analyst/Designer</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Developer</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
<tr>
<td>Support</td>
<td>●</td>
<td>●</td>
<td>●</td>
</tr>
</tbody>
</table>

- ● Core Competency
- ○ Additional capability
6. Building the Wipro Consulting talent pool

- Attracting experienced consultants through focused recruiting from leading firms such as
  - Accenture
  - Deloitte
  - McKinsey
  - Cap Gemini
  - PWC

- Transferring strong talent from within Wipro to enhance career growth and integration of Consulting with the organization

- Recruiting analysts directly from top graduate & post-graduate schools

- Maintaining a high level of competency and credibility through the implementation of robust training and certification programs, in particular for Managing Consultants, Program Managers and Enterprise Architects
8. Key Priorities

1. **People.** Invest in attracting and retaining world-class talent and competencies to deliver game-changing client benefits.

2. **Performance.** Maintain profitability and quality while sustaining an aggressive growth profile.

3. **Capability.** Expand business consulting services while strengthening domain and technology consulting.

4. **Market Position.** Build the Consulting brand and market profile by focusing on top accts & leveraging field reach.

5. **Innovation.** “Innovate at the intersections” by combining multiple disciplines.

“Invest in building intellectual assets across service lines to be a trusted advisor”

Azim Premji, Chairman
Wipro BPO – Into the Future

8th February 2006

tk.kurien@wipro.com
Evolution of Wipro BPO

- **Phase – 3 : 2005 & Beyond**
  - Industry solutions – own the customer problems.
  - Integrated IT + BPO offerings
  - Global Delivery Model – Centers in Europe, Asia, Americas

- **Phase – 2 : 2003 – 05**
  - Develop COE for processes
  - Developed BOSS Practice
  - Expand to centers across the country – Kolkata, Chennai, Pune, Belapur

- **Phase – 1 : 2000 - 03**
  - Leadership in CRM
  - Establish Process Maturity
  - Set up centers in Delhi and Bombay

Wipro – One of the largest BPO Providers and the largest private sector employer in India

Consistent Growth: 6 new clients added in 2005 in back office and industry services – changing the business mix.

**Q3’05**
- **Employees**: 14400
- **Revenues**: US$ 124Mn

**Clients**

**Employees**

**Revenues USD Mn**

- **8 Centres across the Country**
- **Global Presence** new centers in Bucharest (Q4’05) and Vietnam (Q2’06)

Wipro – One of the largest BPO Providers and the largest private sector employer in India
Trends we’re witnessing – change to current

**Buyer**
- Focus on full service model
- Global Service Sourcing has CXO level focus
- Operational efficiency and growth are key objectives
- Multi vendor, multi model, multi country contracting with emphasis on change management

**Supplier**
- New supply market emerge as high quality sourcing destination
- Inorganic growth will be an important force within offshore outsourcing industry
- Offshore service providers leveraging integrated ITO and BPO deals
- Service maturity increase leading to new opportunities

*Top Trends Today*
Wipro BPO – Responding to Customers

**Customer’s Business Issues**

- Looking for an integrated solution – across the process and IT
- Single solution provider across multiple geographies and time zones
- Process ownership and continued improvement in efficiency and process improvement

**Wipro’s Key Solution Themes**

- Wipro’s Integrated front end, integrated solutions, and integrated delivery
- Creating a Global Delivery Model. Center in Romania is the start. New centers in Asia, Americas, Europe
- Focus on Value addition beyond cost savings, using Centers of Excellence, and investments in people.

Delivering value through transactional pricing models
## Bringing effectiveness the Wipro BPO Way

<table>
<thead>
<tr>
<th>Process Improvements</th>
<th>Productivity Enhancements</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>The ‘Expert’ model</strong></td>
<td><strong>The ‘Factory’ model</strong></td>
</tr>
<tr>
<td>▶ Consolidate processes across LOBs and locations</td>
<td>▶ Deploy Lean Sigma for productivity breakthroughs</td>
</tr>
<tr>
<td>▶ Synchronise processes derived using a ‘gold standard’ template</td>
<td>▶ Follow COPC model for SLA adherence and constant benchmarking/reporting</td>
</tr>
<tr>
<td>▶ Benchmark processes to Automate NVA processes and hand-offs using technology</td>
<td>▶ Implement Kaizen for continuous process improvements</td>
</tr>
</tbody>
</table>

### Advantage Wipro

- Leverage best of both models
  - Proven quality leadership driving productivity enhancements
  - A standardised template to meet transformation and growth needs
- Capture up to 40% reduction in effort
  - A robust and synchronised technology and process platform to make transformational services best-in-class
Case Study: Transforming back office operation

The Client

The Client is a large European Oil and Gas Company with Global Operations

Objectives

- Overcoming low process and systems maturity. Eliminate processing internally
- To provide scalability of back office operations to meet exponential growth
- Control and reduce the management overhead – eliminate as much SG&A as possible

Wipro Solution

Take over the entire business problem, transforming processes and IT, and delivering value in an environment where volumes are going up 3x in one and half years. The client only retains the CFO and Controller. All other roles outsourced to Wipro. Wipro has taken over employees.

- Deployment of ERP system across all processes. Agreed targets on process improvements and efficiency gains.
- Phased approach with a one year complete transformation timeline including IT and BPO.

Global Delivery, Scalability and a Single Vendor for an end to end solution
Case Study: Leading Global Manufacturer of PC products

The Client
The Client is a Leading global manufacturer of computers, imaging products, printers and other peripherals.

Objectives
- Reduce product development and engineering costs on an ongoing basis
- Support customers efficiently in a global environment by providing effective product support.
- Ensure support is seamless and responsibility for solving customer issues rests with a single service provider.

Wipro Solution
- Provide end to end process to client – Deliver engineering services on multiple product lines as well as support
- Currently a dedicated engineering and product support center supports clients worldwide. Wipro provides support on products developed right from Level 1 (basic support queries) to Level 4 (product engineering queries).
- Client handed over the entire product development and support cycle to Wipro for multiple product lines.
- Over 1000 engineers working for client.

Adding value to customer through product improvements
Case Study: Semiconductor Manufacturing Enterprise

The Client
Spun off semiconductor business of leading electronics and instrumentation company. Set up with locations and plants across Americas, Europe and Asia.

Criticality of the situation
- Needed support globally – 30 countries, including Statutory filings and escalation support.
- Short term support provided by parent company, would be terminated at end of 9 months.
- Need to develop an alternative platform as there would be no access to the current platform.

Wipro solution
- Take over the end to end accounting function in a phased manner.
- Create ERP solution for roll out in conjunction with 3rd party vendor. Wipro defined the client’s new processes
- Up and running in minimum timeframe, leveraged Wipro BPO centers of excellence.

Working with 3rd party vendor to define ERP solution
- Wipro to provide end to end F&A including local statutory requirements for client
- Wipro has already improved client process based on current process

Single global solution for all finance and accounts requirements.
Thank you for your time

Our promise
With utmost respect to Human Values, we promise to serve our customers with Integrity, through Innovative, Value for Money solutions, by Applying Thought, day after day.