



1 DATE: July 29, 2008  
2  
3 TIME: 5:39 PM  
4  
5 WIRETAP: OVER 917-907-2350  
6  
7 CALL FROM: RAJAT GUPTA (203-977-6701)  
8  
9 CALL TO: RAJ RAJARATNAM (917-907-2350)

10  
11 OTHER  
12 PARTICIPANTS: RENEE GOMES

13  
14 KEY: Unintelligible: UI  
15 Inaudible: IA  
16 Phonetic Spelling: PH  
17 Voice Overlap: //  
18

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19  
20 RAJ RAJARATNAM: Hello?  
21  
22 RENEE GOMES: Raj?  
23  
24 RAJ RAJARATNAM: Yep.  
25  
26 RENEE GOMES: Hi. It's Renee.  
27  
28 RAJ RAJARATNAM: Hi Renee. How are you?  
29  
30 RENEE GOMES: I'm good. How are you?  
31  
32 RAJ RAJARATNAM: I'm good. Thanks.  
33  
34 RENEE GOMES: Good. Good. I have Rajat. Are you available to talk to him now?  
35 Or...  
36  
37 RAJ RAJARATNAM: Absolutely  
38  
39 RENEE GOMES: O.K. One moment.  
40  
41 RAJ RAJARATNAM: (Clears throat)  
42  
43 RAJAT GUPTA: Hey, Raj. How is working from Connecticut?

1  
2 RAJ RAJARATNAM: It's good. I get more work done because people don't... See I have  
3 open door, open (Clears throat) office policy, right?  
4  
5 RAJAT GUPTA: Right. Right. Right.  
6  
7 RAJ RAJARATNAM: Because you have to keep the culture so that people can come to  
8 you anytime.  
9  
10 RAJAT GUPTA: Yeah. Yeah.  
11  
12 RAJ RAJARATNAM: But then, what happens you're not as productive as you are.  
13  
14 RAJAT GUPTA: Yeah.  
15  
16 RAJ RAJARATNAM: When you are... Um, I called you because I am meeting with Gary  
17 Cohn on Thursday.  
18  
19 RAJAT GUPTA: Yeah.  
20  
21 RAJ RAJARATNAM: And there's a rumor, that Goldman might look to buy a  
22 commercial bank.  
23  
24 RAJAT GUPTA: Uh-hum.  
25  
26 RAJ RAJARATNAM: You know? And you know this guy Bob Steele, who was a senior  
27 guy at Goldman was under Secretary  
28  
29 RAJAT GUPTA: (UI) Yeah. At Wachovia.  
30  
31 RAJ RAJARATNAM: ...at Paulson and went to Wachovia and they have a large demand,  
32 I mean deposit base and all that.  
33  
34 RAJAT GUPTA: Yeah.  
35  
36 RAJ RAJARATNAM: Have you heard anything along that line?  
37  
38 RAJAT GUPTA: Yeah. This was a big discussion at the board meeting.  
39  
40 RAJ RAJARATNAM: Uh-hum.  
41  
42 RAJAT GUPTA: Uh, on whether we, uh...  
43

1 RAJ RAJARATNAM: Buy a commercial bank?  
2  
3 RAJAT GUPTA: Buy a commercial bank. And, you know it was a uh, divided  
4 discussion in the board.  
5  
6 RAJ RAJARATNAM: Uh-hum.  
7  
8 RAJAT GUPTA: I think more people saying why, because in essence it's a low  
9 return business and while yeah it may be interesting to develop a  
10 deposit base which is a low cost source of funding.  
11  
12 RAJ RAJARATNAM: Right.  
13  
14 RAJAT GUPTA: Uh, you know, what we should probably explore more is, I mean,  
15 we aren't having trouble funding ourselves but, you know we  
16 should explore more global sources of funding. And perhaps even  
17 you know uh, insurance or other things which also are a low uh,  
18 cost, also.  
19  
20 RAJ RAJARATNAM: Return (UI).  
21  
22 RAJAT GUPTA: Now, having said all this...  
23  
24 RAJ RAJARATNAM: Right.  
25  
26 RAJAT GUPTA: ...they are an opportunistic group, so...  
27  
28 RAJ RAJARATNAM: okay  
29  
30 RAJAT GUPTA: If Wachovia was a good deal and they, you know, it's quite  
31 conceivable they'd come and say let's go buy Wachovia.  
32  
33 RAJ RAJARATNAM: Or even AIG, right?  
34  
35 RAJAT GUPTA: Or even AIG. Yeah.  
36  
37 RAJ RAJARATNAM: Uh-hum.  
38  
39 RAJAT GUPTA: A, AIG, it was definitely on, in, in, in, the discussion...  
40  
41 RAJ RAJARATNAM: Uh-hum.  
42  
43 RAJAT GUPTA: ...mix. Um, and you know, their view was actually, which has

1 proven to be wrong, their view was very bearish on the  
2 commercial banks, but uh obviously, the commercial banks have  
3 had a pop in the last.  
4  
5 RAJ RAJARATNAM: Yes. That's maybe, just a dead cat bounce (UI).  
6  
7 RAJAT GUPTA: Yeah it could be that. I mean, because their view of credit losses  
8 and all that is still more to come, credit cards, retail. You know?  
9  
10 RAJ RAJARATNAM: Right.  
11  
12 RAJAT GUPTA: But, but you now sometimes all that gets factored into the market,  
13 as you know better than I do and...  
14  
15 RAJ RAJARATNAM: O.K.  
16  
17 RAJAT GUPTA: Uh, so, I would be extremely surprised if uh...  
18  
19 RAJ RAJARATNAM: There was anything active.  
20  
21 RAJAT GUPTA: Anything imminent. Yeah.  
22  
23 RAJ RAJARATNAM: Right. O.K. That was one that I wanted to just, you know, see  
24 whether there was any thoughts on that. But it gotta be a good  
25 discussion point. I'm gonna start by saying how do you see the  
26 future financial services firms, the winners, right?  
27  
28 RAJAT GUPTA: Yeah. Yeah.  
29  
30 RAJ RAJARATNAM: You know, (Exhales) can they just fund for short term?  
31 Commercial paper or do they need deposits and insurance and  
32 things like that.  
33  
34 RAJAT GUPTA: Yeah.  
35  
36 RAJ RAJARATNAM: Because there are some values out there.  
37  
38 RAJAT GUPTA: Yeah.  
39  
40 RAJ RAJARATNAM: AIG and Wachovia and see what he, you know says.  
41  
42 RAJAT GUPTA: Yeah. Yeah.  
43

1 RAJ RAJARATNAM: O.K. And then uh...  
2  
3 RAJAT GUPTA: Good.  
4  
5 RAJ RAJARATNAM: George, I'm gonna be out in the office on Thursday.  
6  
7 RAJAT GUPTA: O.K.  
8  
9 RAJ RAJARATNAM: So, I'm gonna get George to just uh, write the balances, if you  
10 want.  
11  
12 RAJAT GUPTA: Well, what I did is I, you know, uh, as we had agreed, I just did  
13 the calculations for the (UI).  
14  
15 RAJ RAJARATNAM: Yes. (UI) Right  
16  
17 RAJAT GUPTA: (UI) you know...  
18  
19 RAJ RAJARATNAM: Yeah. So George will just certify that and (UI), send you uh...  
20  
21 RAJAT GUPTA: Yeah.  
22  
23 RAJ RAJARATNAM: I mean, I, I'll you know, I'll do it on my Galleon letterhead, (UI).  
24  
25 RAJAT GUPTA: Yes, yes and, let, let, let, let him update it to 30th of June if you  
26 can, so, whatever it is. (UI).  
27  
28 RAJ RAJARATNAM: 30<sup>th</sup> June, it will be slightly down.  
29  
30 RAJAT GUPTA: Slightly down is fine.  
31  
32 RAJ RAJARATNAM: You know because of the uh,..  
33  
34 RAJAT GUPTA: Yeah. Cost of money. Yeah.  
35  
36 RAJ RAJARATNAM: Cost and all that so (UI)?  
37  
38 RAJAT GUPTA: Yeah. Yeah  
39  
40 RAJ RAJARATNAM: All right. Anything else? Anything interesting?  
41  
42 RAJAT GUPTA: No. No that's it. Otherwise you know uh, uh, I saw, (Sighs) you  
43 know, Anil, how, how is, I mean, he seems, seems a little

1 unsettled yesterday. I don't know. (UI).  
2  
3 RAJ RAJARATNAM: He seemed unhappy.  
4  
5 RAJAT GUPTA: Yeah.  
6  
7 RAJ RAJARATNAM: Because he did come to me and asked me, do you have deal with  
8 Rajat on Galleon International.  
9  
10 RAJAT GUPTA: Yeah  
11  
12 RAJ RAJARATNAM: And I just said, nothing concrete. I didn't want to get into with  
13 him?  
14  
15 RAJAT GUPTA: Yeah. Yeah.  
16  
17 RAJ RAJARATNAM: I sort of dismissed it without getting him into it.  
18  
19 RAJAT GUPTA: Yeah.  
20  
21 RAJ RAJARATNAM: Because (Coughs) I'm getting a feeling that he's trying to, just do  
22 a mini, you know, be a mini Rajat, right?  
23  
24 RAJAT GUPTA: Yes. Yes.  
25  
26 RAJ RAJARATNAM: Without bringing anything new to the party, right?  
27  
28 RAJAT GUPTA: Yeah. Yeah.  
29  
30 RAJ RAJARATNAM: Because then he was trying to talk about whether he can  
31 participate somehow in Galleon International and, you know at  
32 some point, you know I'm also running a business for people who  
33 work hard and uh...  
34  
35 RAJAT GUPTA: Yes.  
36  
37 RAJ RAJARATNAM: You don't need to be compensated and you know, you can't just  
38 keep on giving, right?  
39  
40 RAJAT GUPTA: Yeah. Yeah. Yeah.  
41  
42 RAJ RAJARATNAM: And I, you know, honestly, Rajat, I'm, giving him a million  
43 dollars a year for doing literally nothing. Just because...

1  
2 RAJAT GUPTA: I know, your being... I think your being very generous.  
3  
4 RAJ RAJARATNAM: Yeah, but you know I, sometimes...  
5  
6 RAJAT GUPTA: But he should sometimes say thank you for that, you know?  
7  
8 RAJ RAJARATNAM: Yeah but he's never ever, ever said, I mean, look he is my friend  
9 so, take it with that spirit, right?  
10  
11 RAJAT GUPTA: Yeah. Yeah, I, I...  
12  
13 RAJ RAJARATNAM: But he just seemed uh, I don't know what, he just seemed, I don't  
14 think he's, I mean that's why I asked you, uh, I've never seen him  
15 laugh and be really happy, you know?  
16  
17 RAJAT GUPTA: Yeah, because...  
18  
19 RAJ RAJARATNAM: He is constantly, sche, not scheming is not the right word, but  
20 constantly trying to figure out what other people's angles are.  
21  
22 RAJAT GUPTA: Right.  
23  
24 RAJ RAJARATNAM: And then he seems to know what everybody else is worth, you  
25 know he leads with, "Oh, Sunil Mittal is worth 20 billion dollars",  
26 you know, when he starts thinking like that...  
27  
28 RAJAT GUPTA: Yeah.  
29  
30 RAJ RAJARATNAM: You know, "and this guy he wants to make 500 million dollars  
31 and...  
32  
33 RAJAT GUPTA: Yeah.  
34  
35 RAJ RAJARATNAM: And (UI) wants to make 300 million dollars, and this guy"...  
36  
37 RAJAT GUPTA: Yeah. Yeah. Yeah.  
38  
39 RAJ RAJARATNAM: And you know he was tell me Vin Gupta wants to make 100  
40 million dollars on this deal and you now if you start thinking like  
41 that.  
42  
43 RAJAT GUPTA: Yeah.

1  
2 RAJ RAJARATNAM: It, you know, you build the business and the money will come,  
3 you know?  
4  
5 RAJAT GUPTA: Yes. Yes. Yes.  
6  
7 RAJ RAJARATNAM: And..  
8  
9 RAJAT GUPTA: Add value and, and leave it to, you know I, I, I look at how hard  
10 he was fighting for this two percent and NSR equity, I mean it  
11 was just kind of, you know.  
12  
13 RAJ RAJARATNAM: You know without, without a leg to stand on. I mean, you know, I  
14 think he (Coughs) everybody was doing it (Coughs) because they  
15 were magnanimous good people.  
16  
17 RAJAT GUPTA: Look, his overall deal in NSR, as you was agreeing, it is a very  
18 good, I mean, you know he gets 400 thousand in cash, ten million  
19 in, in, you know.  
20  
21 RAJ RAJARATNAM: Carry.  
22  
23 RAJAT GUPTA: Carry..  
24  
25 RAJ RAJARATNAM: Uh-hum.  
26  
27 RAJAT GUPTA: And you know, six percent equity. I mean,  
28  
29 RAJ RAJARATNAM: Right. And I don't know, um, um, um, you know, I can argue that  
30 I did more for NSR than he did.  
31  
32 RAJAT GUPTA: I, I, he, I.. Absolutely right. Absolutely right. (UI).  
33  
34 RAJ RAJARATNAM: He, he, he coordinated the, he coordinated those uh, telephone  
35 meetings, right?  
36  
37 RAJAT GUPTA: Yeah. Yeah. Yeah. Absolutely right.  
38  
39 RAJ RAJARATNAM: And that's about it, right?  
40  
41 RAJAT GUPTA: Yeah. Yeah. Yeah.  
42  
43 RAJ RAJARATNAM: I put in 50 million bucks, whatever..



1  
2 RAJAT GUPTA: Yeah. Yeah.  
3  
4 RAJ RAJARATNAM: I went on the trips. Whatever, but..  
5  
6 RAJAT GUPTA: Yeah. Yeah. Yeah.  
7  
8 RAJ RAJARATNAM: And I, look, I'm happy with you know...  
9  
10 RAJAT GUPTA: You're happy. You're a different place. You don't uh, uh...  
11  
12 RAJ RAJARATNAM: Yeah. I mean, I'm happy with it, but you know there's a fairness,  
13 right?  
14  
15 RAJAT GUPTA: Yeah.  
16  
17 RAJ RAJARATNAM: Now from, for the last three or four, I mean, four or five years I've  
18 given him a million bucks a year, right?  
19  
20 RAJAT GUPTA: Yeah. Yeah.  
21  
22 RAJ RAJARATNAM: After taxes, off shore cash.  
23  
24 RAJAT GUPTA: Yeah. Yeah.  
25  
26 RAJ RAJARATNAM: Right? And then he comes to me and he tells me, "You know,  
27 moving to New York is going to be expensive and I'm only  
28 moving to be with NSR and you guys and, you know is there  
29 anything more we can expect?" And you know and it's like, I, I  
30 and I felt, between you and I felt like he was putting a stake  
31 through my...  
32  
33 RAJAT GUPTA: Yeah.  
34  
35 RAJ RAJARATNAM: ...you know stomach, because instead of saying thank you for  
36 giving me 5 million dollars after taxes.  
37  
38 RAJAT GUPTA: Yeah, other, other thing is I don't understand why he doesn't ok  
39 you mention it once, and if people want to do it, they will come. I  
40 mean, like NSR thing, you mention it once, if people want to do  
41 it, they will do it for you, otherwise, you just say O.K. You know.  
42 Fine.  
43

1 RAJ RAJARATNAM: No (UI) if he comes and does a big deal and he's instrumental in  
2 orchestrating a deal and getting it done, right? People might say,  
3 hey here is a bonus, you know?  
4  
5 RAJAT GUPTA: Yeah.  
6  
7 RAJ RAJARATNAM: So, I don't know.  
8  
9 RAJAT GUPTA: Yeah.  
10  
11 RAJ RAJARATNAM: But anyway, I think it would be fun to do this uh, (UI).  
12  
13 RAJAT GUPTA: It'll be fun to this thing. I think (UI).  
14  
15 RAJ RAJARATNAM: But we'll uh, (Coughs) we'll, and keep your eyes and ears open if  
16 you hear anything. Just anything that you think may be interesting  
17 and I will uh, I will track him down and see what's in the market  
18 and you know I'll bring that angle to it you know?  
19  
20 RAJAT GUPTA: Do, do you, do you have two more minutes?  
21  
22 RAJ RAJARATNAM: Yes. Of course.  
23  
24 RAJAT GUPTA: Uh, first I wanted to get your straight opinion on whether uh, uh, I  
25 think, you think I should do this KKR thing, and second I want to  
26 tell you about what I learned kind of maybe the deal he's gonna  
27 offer me.  
28  
29 RAJ RAJARATNAM: Right  
30  
31 RAJAT GUPTA: Which I want to bounce off you, if you, first I mean...  
32  
33 RAJ RAJARATNAM: (UI).  
34  
35 RAJAT GUPTA: You know, do you, do you really feel in the gut that given  
36 everything it's a good thing to do?  
37  
38 RAJ RAJARATNAM: I think so. I think if you do it in a way, (Sniffles) see right now I  
39 think everybody expects you to spend 100 percent of your time  
40 other than charity on NSR, right? You know.  
41  
42 RAJAT GUPTA: That should not, a full...  
43

1 RAJ RAJARATNAM: Or 40 percent or 50 percent.  
2  
3 RAJAT GUPTA: (UI) 40.  
4  
5 RAJ RAJARATNAM: And I think you have to just kill that right away. Right?  
6  
7 RAJAT GUPTA: Yeah.  
8  
9 RAJ RAJARATNAM: And say that your value added is not to do cash flows and not to,  
10 you know, (Clears throat) that your value added is to bring people  
11 together, deals together, at the right time make the call, introduce  
12 people so on and so forth. You know like the old merchant  
13 bankers use to do, you know?  
14  
15 RAJAT GUPTA: And that's, that's, that's exactly what I've been doing.  
16  
17 RAJ RAJARATNAM: And that is, that is , yeah.  
18  
19 RAJAT GUPTA: Yeah.  
20  
21 RAJ RAJARATNAM: And that's what the, if anybody complains that you're not  
22 spending one day or two days or you promised that then they are  
23 not understanding your value. Right?  
24  
25 RAJAT GUPTA: No. No. Correct and I told Parag I said Parag, if you can point to  
26 anything you would like me to do for NSR that I'm not doing,  
27 please say, do that, you know?  
28  
29 RAJ RAJARATNAM: Yeah. So I think, I think you're instrumental in uh, architecting  
30 this NSR in raising capital.  
31  
32 RAJAT GUPTA: Yeah.  
33  
34 RAJ RAJARATNAM: And in giving it huge credibility in India.  
35  
36 RAJAT GUPTA: Uh-hum.  
37  
38 RAJ RAJARATNAM: Huge credibility.  
39  
40 RAJAT GUPTA: Yeah  
41  
42 RAJ RAJARATNAM: In fact, giving part, and that is worth a lot, right?  
43

1 RAJAT GUPTA: Yeah. Yeah.  
2  
3 RAJ RAJARATNAM: (Clears throat) But I think you should not be boxed into NSR.  
4  
5 RAJAT GUPTA: No. No. I'm not. I'm not. So...  
6  
7 RAJ RAJARATNAM: (UI).  
8  
9 RAJAT GUPTA: I think that the condition is, I, I have had that discussion with  
10 Parag. I said, "Look, you know, uh, firstly you know I don't buy  
11 any of that and I'm gonna do what I'm good at. I'm not gonna do  
12 other stuff.  
13  
14 RAJ RAJARATNAM: Right.  
15  
16 RAJAT GUPTA: And that'll be of immense value.  
17  
18 RAJ RAJARATNAM: Yeah.  
19  
20 RAJAT GUPTA: And by the way, who are you to say anything because you said  
21 you were gonna spend (Chuckles) 180 days in (UI) India."  
22  
23 RAJ RAJARATNAM: (UI).  
24  
25 RAJAT GUPTA: You've hardly done that and are doing three other things. So  
26 Parag...  
27  
28 RAJ RAJARATNAM: Let's see, yeah.  
29  
30 RAJAT GUPTA: ...you know, he automatically just shut up after that. He never said  
31 anything else.  
32  
33 RAJ RAJARATNAM: So I think that you table that first, right?  
34  
35 RAJAT GUPTA: Yeah. That's done. That's that.  
36  
37 RAJ RAJARATNAM: The second thing I think is you create a platform called whatever,  
38 right? (UI).  
39  
40 RAJAT GUPTA: In a way, it, it... In a way that's also there, I mean.  
41  
42 RAJ RAJARATNAM: Yeah.  
43

1 RAJAT GUPTA: It's a portfolio of, of, I mean.  
2  
3 RAJ RAJARATNAM: A portfolio things that you enjoy doing and you want to do and  
4 that you, you can add value at, right?  
5  
6 RAJAT GUPTA: Yeah.  
7  
8 [11 min 45 sec]  
9 RAJ RAJARATNAM: So Galleon International can be one....  
10  
11 RAJAT GUPTA: By the way, on that I want you to keep, us to keep having the  
12 dialogue as to what...  
13  
14 RAJ RAJARATNAM: Yeah.  
15  
16 RAJAT GUPTA: ...you know how I can be helpful in Galleon International. By the  
17 way not Galleon International, Galleon Group. I mean you've  
18 given...  
19  
20 RAJ RAJARATNAM: Galleon Group, right.  
21  
22 RAJAT GUPTA: ...a position in Galleon International. That's good enough. I, I...  
23  
24 RAJ RAJARATNAM: Yeah, but you know what, I, I am now at the point where I, in the  
25 last couple of years, I'm building, right?  
26  
27 RAJAT GUPTA: Yeah.  
28  
29 RAJ RAJARATNAM: Rather than just making returns, just and not building, right?  
30  
31 RAJAT GUPTA: Right. Right. (UI).  
32  
33 RAJ RAJARATNAM: So I'm putting the structure in place and all of that, right? So we  
34 will build this into a ten billion dollar company, hopefully by the  
35 end of 2009.  
36  
37 RAJAT GUPTA: Yes. Yes you will.  
38  
39 RAJ RAJARATNAM: You know?  
40  
41 RAJAT GUPTA: Yeah. Yeah.  
42  
43 RAJ RAJARATNAM: And so that's sort of the goal, right?

1  
2 RAJAT GUPTA: Yeah. Yeah. Yeah. Yeah.  
3  
4 RAJ RAJARATNAM: And so I, my goal, what I told people was 2010 we enter with 10  
5 billion.  
6  
7 RAJAT GUPTA: Right. Right. And there you know, I do want to, I, I, I, will now  
8 next week, I'll, I mean I've been having periodic meetings with  
9 these guys.  
10  
11 RAJ RAJARATNAM: Right.  
12  
13 RAJAT GUPTA: On the fund-raising side and I'll continue to do that and, you  
14 know, they pulled me in but I'm, you know, please keep telling  
15 them, they, they should pull me in wherever they think I can add  
16 value and, you know?  
17  
18 RAJ RAJARATNAM: Yeah. And I think yeah...  
19  
20 RAJAT GUPTA: And you should do the feel the same. Any meeting you want me  
21 you know come...  
22  
23 RAJ RAJARATNAM: Right.  
24  
25 RAJAT GUPTA: Not come..  
26 [12 min 51 sec]  
27  
28 RAJ RAJARATNAM: So, so that thing. So I think you know, having a portfolio of  
29 opportunities, right? To really leverage your, you know,  
30 experience, is the right way to do it, right?  
31  
32 RAJAT GUPTA: Uh-hum.  
33  
34 RAJ RAJARATNAM: And even this AT&T thing, right?  
35  
36 RAJAT GUPTA: Yeah.  
37  
38 RAJ RAJARATNAM: You can easily recruit the top notch guy a Parag equivalent right?  
39  
40 RAJAT GUPTA: Yes. Yes.  
41  
42 RAJ RAJARATNAM: And give him 30 percent of the economic or 35% (UI).  
43

1 RAJAT GUPTA: Yes absolutely. Absolutely.  
2  
3 RAJ RAJARATNAM: And tell Parag look, this is my contact, right?  
4  
5 RAJAT GUPTA: Yeah.  
6  
7 RAJ RAJARATNAM: They are doing it because of that.  
8  
9 RAJAT GUPTA: Oh he knows that. He knows that and he acknowledges that. I  
10 mean this won't happen without, you know?  
11  
12 RAJ RAJARATNAM: And then for me to execute this properly, right?  
13  
14 RAJAT GUPTA: Yeah.  
15  
16 RAJ RAJARATNAM: I will. I'm, I'm gonna recruit somebody. I don't know who it is,  
17 but you know you recruit somebody really good.  
18  
19 RAJAT GUPTA: I already told that to him.  
20  
21 RAJ RAJARATNAM: O.K.  
22  
23 RAJAT GUPTA: That's' already...  
24  
25 RAJ RAJARATNAM: And that you, you know, might or might not use NSR's people on  
26 the ground because this guy also might say look I don't think  
27 Vivek (PH) is the right guy. I might need my own guy, you know?  
28  
29 RAJAT GUPTA: Vivek (PH) is not the right guy. Yeah.  
30  
31 RAJ RAJARATNAM: Right, for Telecom, right?  
32  
33 RAJAT GUPTA: Yeah.  
34  
35 RAJ RAJARATNAM: So he might create this way, right?  
36  
37 RAJAT GUPTA: (UI) yeah. Yeah. Yeah.  
38  
39 RAJ RAJARATNAM: He might craft it this way, right? (Sniffles)  
40  
41 RAJAT GUPTA: Yeah.  
42  
43 RAJ RAJARATNAM: And you say, you know, that, I mean just because Parag came to a

1 meeting or two AT&T doesn't mean that , you know?  
2  
3 RAJAT GUPTA: Well he didn't come in. It was a phone call. I have done all the  
4 meetings.  
5  
6 RAJ RAJARATNAM: Meetings, yeah. So I think you do that and you get somebody that  
7 you enjoy working with.  
8  
9 RAJAT GUPTA: Yeah. Yeah.  
10  
11 RAJ RAJARATNAM: Like today (Cough) I got a call from a guy called Varun Bery.  
12  
13 RAJAT GUPTA: Oh I know Varun very well. A former McKinsey guy.  
14  
15 RAJ RAJARATNAM: (Cough) O.K. He called me and he said there's this Singtel deal,  
16 right?  
17  
18 RAJAT GUPTA: Yeah.  
19  
20 RAJ RAJARATNAM: That we were looking at and whether I'd be interested and I said  
21 look, I'm not doing private equity but uh, talk to Parag, you  
22 know? And he said I've been trying to get a hold of Parag and you  
23 know, I could just send him an e-mail, right?  
24  
25 RAJAT GUPTA: Yeah.  
26  
27 RAJ RAJARATNAM: He was only here for, and apparently he's running like a 700  
28 million dollar Asia fund or something, you know?  
29  
30 RAJAT GUPTA: Right. Correct. Correct  
31  
32 RAJ RAJARATNAM: Based on, based on India in, in, in India or?  
33  
34 RAJAT GUPTA: Telecom. It's a Telecom fund. I'm actually an investor in that  
35 fund.  
36  
37 RAJ RAJARATNAM: O.K. He's running a Telecom fund, so maybe then they're exiting  
38 this invest something, right?  
39  
40 RAJAT GUPTA: Yeah. O.K.  
41  
42 RAJ RAJARATNAM: But you know, they are people (Coughs) I, I, don't, I, remember  
43 meeting him because he seemed very familiar with me and, "Hello



1 Raj. How are you?" And I just couldn't put a face to a...  
2  
3 RAJAT GUPTA: Yeah (Laughs).  
4  
5 RAJ RAJARATNAM: ...name (Chuckles) so you know, I chatted like I knew him, right?  
6  
7 RAJAT GUPTA: Yeah. Yeah.  
8  
9 RAJ RAJARATNAM: But he is only here for two days.  
10  
11 RAJAT GUPTA: Yeah. Yeah.  
12  
13 RAJ RAJARATNAM: Today and tomorrow, but there are people like that, that if you  
14 give em 25, 30 percent of the economics  
15  
16 RAJAT GUPTA: No. It'll be... Yeah. It'll be...  
17  
18 [15 min 22 sec]  
19 RAJ RAJARATNAM: See, you know, Rajat how I built a firm, was I kept 50 percent of  
20 the profits.  
21  
22 RAJAT GUPTA: Yeah.  
23  
24 RAJ RAJARATNAM: For my, you know, talking to investors and to uh, you know,  
25 building the thing and being the resident shrink and all of that  
26 stuff, right?  
27  
28 RAJAT GUPTA: Yeah.  
29  
30 RAJ RAJARATNAM: And I gave 50 percent away.  
31  
32 RAJAT GUPTA: Yeah. Yeah (UI).  
33  
34 RAJ RAJARATNAM: And then, but I kept the equity, myself.  
35  
36 RAJAT GUPTA: Yeah.  
37  
38 RAJ RAJARATNAM: And then when the firm got to the point where I needed to give  
39 equity, I gave equity.  
40  
41 RAJAT GUPTA: Yeah. Yeah. Yeah.  
42  
43 RAJ RAJARATNAM: You know? And so that model, and that's how I got reasonably

1 wealthy because in the early stages (Clears throat) you know, you,  
2 you build and then your capital grows for you, see.  
3  
4 RAJAT GUPTA: No. No. No. That's fine. That's fine.  
5  
6 RAJ RAJARATNAM: I think the model of, you know, giving away half to the team, is...  
7  
8 RAJAT GUPTA: Right.  
9  
10 RAJ RAJARATNAM: ...you know, if Shaukat raises money he is gonna give half the  
11 incentive fee to his team.  
12  
13 RAJAT GUPTA: Uh-hum.  
14  
15 RAJ RAJARATNAM: You know?  
16  
17 RAJAT GUPTA: Uh-hum. Yeah  
18  
19 RAJ RAJARATNAM: And you do that. Right?  
20  
21 RAJAT GUPTA: Yeah.  
22  
23 RAJ RAJARATNAM: And don't give any e, equity right now.  
24  
25 RAJAT GUPTA: Yeah.  
26  
27 RAJ RAJARATNAM: Right? At some point if you think you need to give equity, you  
28 give equity. You know?  
29  
30 RAJAT GUPTA: Uh-hum.  
31 [16 min 19 sec]  
32  
33 RAJ RAJARATNAM: Because I tell you what everybody forgets. The first fund is the  
34 toughest to raise.  
35  
36 RAJAT GUPTA: Uh-hum.  
37  
38 RAJ RAJARATNAM: The first Telecom fund is the toughest to raise.  
39  
40 RAJAT GUPTA: Uh-hum.  
41  
42 RAJ RAJARATNAM: To get the first anchor investor...  
43

1 RAJAT GUPTA: Uh-hum.  
2  
3 RAJ RAJARATNAM: ...is the toughest.  
4  
5 RAJAT GUPTA: Uh-hum.  
6  
7 RAJ RAJARATNAM: Once you get that and you get the first fund going...  
8  
9 RAJAT GUPTA: Uh-hum. Hm-hm.  
10  
11 RAJ RAJARATNAM: ...then based on a few Wall Street stories you can raise...  
12  
13 RAJAT GUPTA: Yeah. Yeah.  
14  
15 RAJ RAJARATNAM: A lot of people won't even look at first time funds.  
16  
17 RAJAT GUPTA: Yeah. No. That's right. That's right. So, you know going back to,  
18 I mean that is kind of the set up that I have. I, I do agree that I've  
19 been kind of you know, naturally on private equity stuff, reaching  
20 out to NSR but I have already told Parag that I wanted this  
21 Telecom fund to be separate. So, um, you know, I have to, I have  
22 to, go and...  
23  
24 RAJ RAJARATNAM: You just have to find one good guy who can build it for you.  
25  
26 RAJAT GUPTA: Yeah. Right.  
27  
28 RAJ RAJARATNAM: And once you get one good guy, you know, whether it is Ramesh  
29 (PH) or whoever, right?  
30  
31 RAJAT GUPTA: Yeah.  
32  
33 RAJ RAJARATNAM: Who knows Telecom and who is willing to work with you.  
34  
35 RAJAT GUPTA: Yeah.  
36  
37 RAJ RAJARATNAM: Now you'll find that you know Anil will put his hand up for some  
38 equity in that (Chuckles) and (UI)...  
39  
40 RAJAT GUPTA: I'm sure he... Yeah. Yeah.  
41  
42 RAJ RAJARATNAM: You know, and that I mean, (Clears throat) I mean I don't think he  
43 needs any, but, you know, that's your call.

1  
2 RAJAT GUPTA: Yeah. Yeah. I mean you know, uh, ah, that's, that's a minor point.  
3 I mean, I'm, I'm not... I mean, I'm even fine with it, but, um, but  
4 here is the KKR advice so...  
5  
6 RAJ RAJARATNAM: And the KKR I would do it in a heartbeat.  
7  
8 \* \* \* \* \*  
9  
10 [END OF CALL]