November 19, 2020

The Manager – Listing
BSE Limited
(BSE: 507685)

The Manager – Listing
National Stock Exchange of India Limited
(NSE: WIPRO)

The Market Operations,
NYSE, New York
(NYSE: WIT)

Dear Sir/Madam,

Sub: Virtual Analyst Day

Please find enclosed copies of presentations made on the Virtual Analyst Day held on November 18, 2020. The same is also available on our website at https://www.wipro.com/investors/analyst-day/.

This is for your information and records.

For WIPRO LIMITED

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Building a Bold Tomorrow

Analyst Day | November 18, 2020

Theirry Delaporte
CEO & MD

Agenda

01
The evolving technology market dynamics

02
Reflections from client & partner conversations

03
Our vision and aspiration

04
Our aspiration realized though our strategic priorities

05
Creating sustainable value for shareholders

Business transformation powered by technology

1 Digital acceleration

- Technology is enabling business & operating model transformation
- 85%+ of incremental spend will be Digital
- It is all about speed - ‘Speed is the new cost’

2 Tech stack transforming

- Cloud: Tech priority for 46%+ organizations
- Cyber-security: Top of mind for 50% CEOs
- Automation, data analytics, IoT, robotics

3 Trust is critical more than ever

- Clients taking ‘flight to trust’
- Partnering with clients - Consult, strategize, innovate & execute

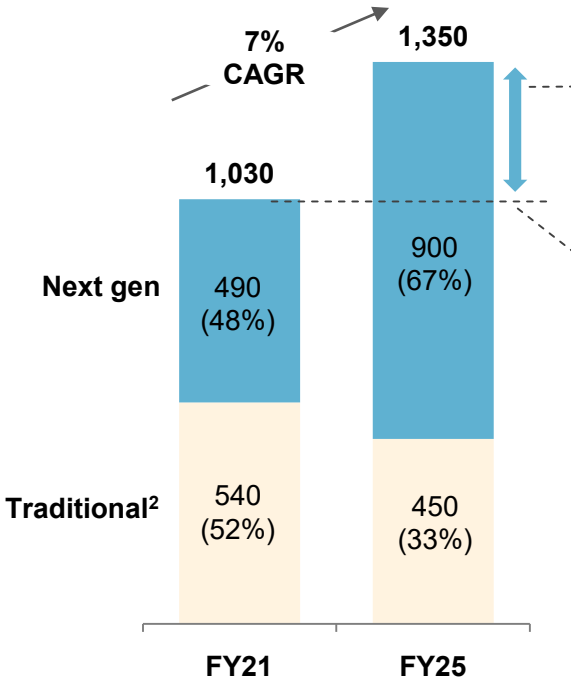
4 Talent equation changing

- Industry expertise, transformation, localization
- At the core, it is all about quality of talent

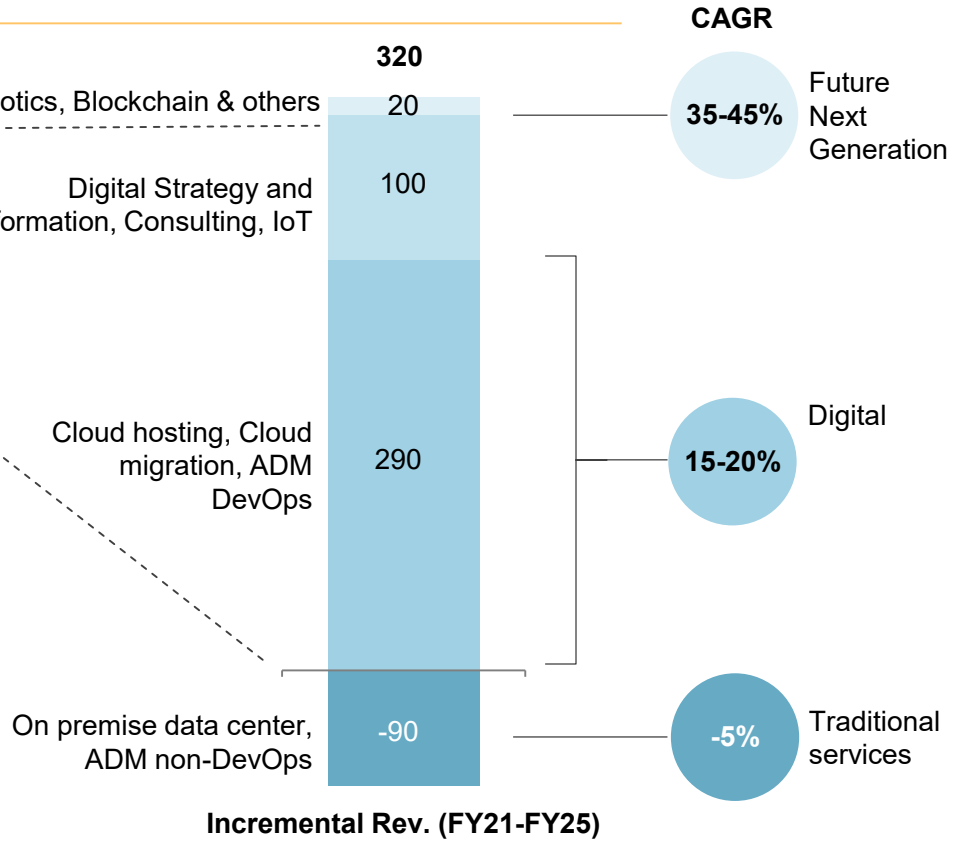
Source: Gartner

Next gen technologies will drive incremental growth

Traditional services will decline
IT,BPO, Engineering market[1] ($B)



Growth to be driven by next gen services
Incremental revenue in FY21-FY25[1] ($B)



Differentiators

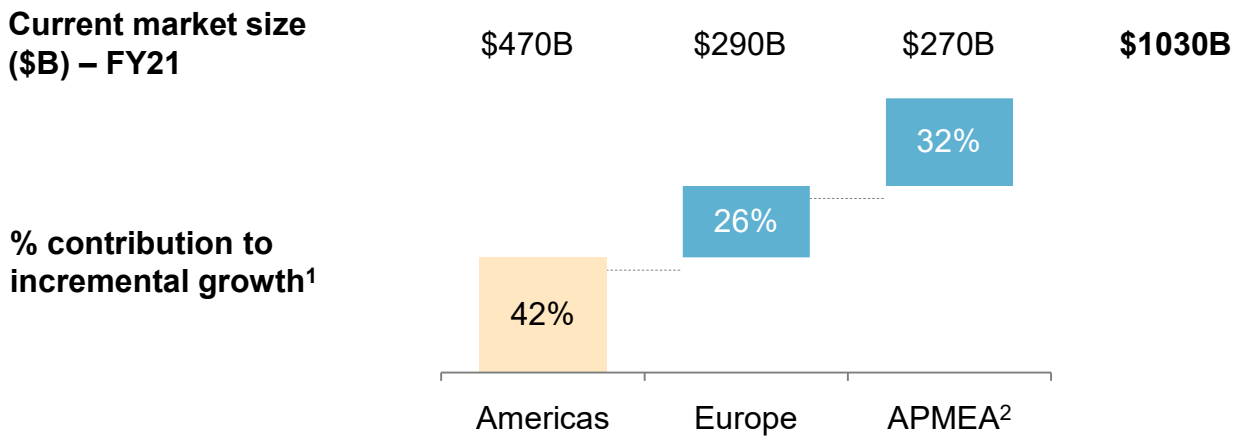
- Transformation DNA
- Industry solutions
- Digital talent @ Scale
- Automation

1. All market size numbers excl. China and Hong Kong.
2. Traditional includes On premise data center systems, networks and end user computing, App development and maintenance (non-DevOps) ; Source: Gartner

While Americas will continue to be large, Europe and APMEA to contribute 58% to incremental revenue

Four sectors to contribute 56% of incremental growth

Total incremental revenue (FY21–FY25)[1] : $ 320 B



Sectors[3]	Current Market Size[1] ($B) – FY21	% contribution to incremental revenue[1] (FY21-25)
BFSI	230	17%
Retail and consumer	130	12%
Energy and utilities	120	13%
Manufacturing	70	14%
Telecommunications	90	7%
Technology and Software	50	7%
Payor and Provider	50	6%
Media and Education	40	5%
Others	250	19%
Total	**1030**	

1. All numbers excl. China and Hong Kong
2. APMEA : Asia Pacific, Middle East and Africa
3. The list of sectors is not exhaustive, the largest sector we have not covered is Public Sector

Reflections from 100+ client and 20+ partner connects on Wipro

Our vision & our aspiration

Our vision…

- **Be a trusted partner to our clients** in their transformation journey and enable them in achieving leadership in their respective industries.
- **Deliver value to our clients as part of their transformation journey** through sector focused 'Business solutions', 'Digital' & 'Technology' capabilities, cutting edge innovation leveraging our strategic partnerships & our world class talent.
- Our larger purpose is beyond just winning in business. It is our **unwavering commitment to the societies & communities** in which we work and live in.

What we want to be known for

We want to be a **true global leader** in our industry

We want to be a **fast-growing dynamic & innovative company** - one which is constantly reinventing itself

We want to be known for **attracting the best talent of our industry**

Brought to life through our 5 key strategic priorities

01

Accelerate growth
Focus & scale

- Prioritized sectors & markets
- Best of Wipro to our clients

02

Strengthen clients & partnerships

- Strategic clients
- Large transformational deals
- Strategic partnerships
- Sales excellence

03

Lead with business solutions

- Beyond IT office
- Leveraging industry & technology expertise

04

Build talent @ scale

- Ambitious program to hire deep domain & tech expertise
- Reskilling @ scale
- Diverse and Local
- Reinforce a 'high performance' culture

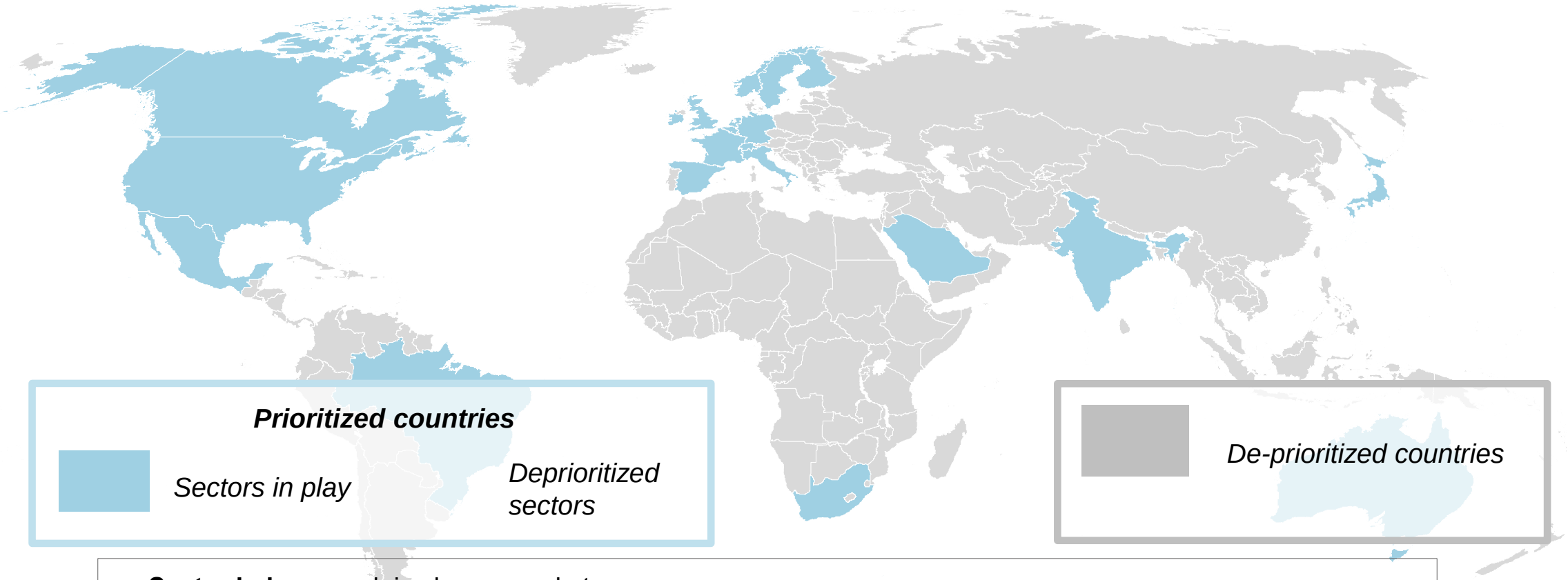
05

Simplified operating model

- Agile and empowered at the edge
- Leaner organization centered around our clients

01. Accelerate growth – Focus & scale

We have prioritized specific sectors in markets (countries X sectors) to drive disproportionate growth



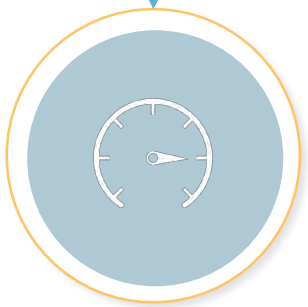
- **Sector led** approach in chosen markets
- **Global Domain/industry** expertise aligned to market facing units to drive business solution led approach

02. Strengthen clients & partnerships

Growth enablers under a new role created under the Chief Growth Officer

Client Obsession

Invest in strategic clients



Large deals acceleration

Specialized large deals team

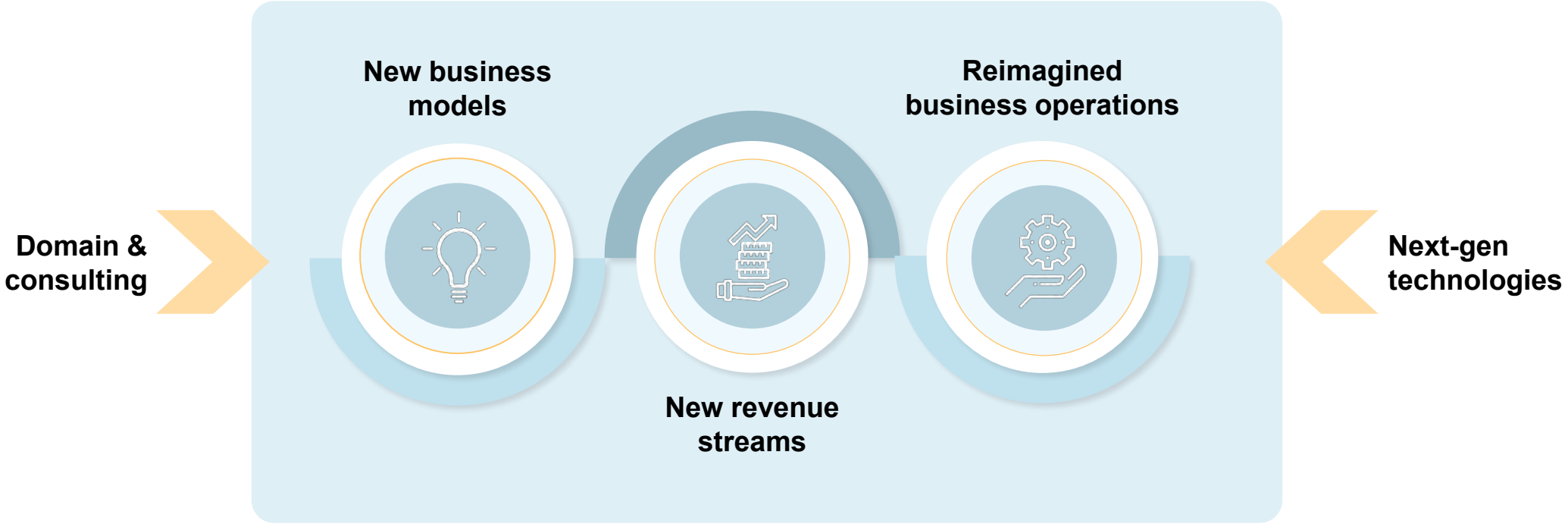
Strategic Partnerships

6 Hyper-growth alliances

M&A

Strategic M&A

03. Lead with business solutions



04. Build talent @ Scale

Scale talent muscle in both market making & execution

- Drive a very proactive performance management culture
- Hire top talents in key roles
- Promote new generation of Wipro talent

Ambitious program to hire deep subject matter experts & go to market leaders over the next 3 years

Reskilling legacy to next gen – a key imperative
Focus on cloud, Dev-ops, analytics & digital technologies

Localized talent muscle
Onsite hiring across next gen & traditional capabilities

Accelerate leadership diversity across…

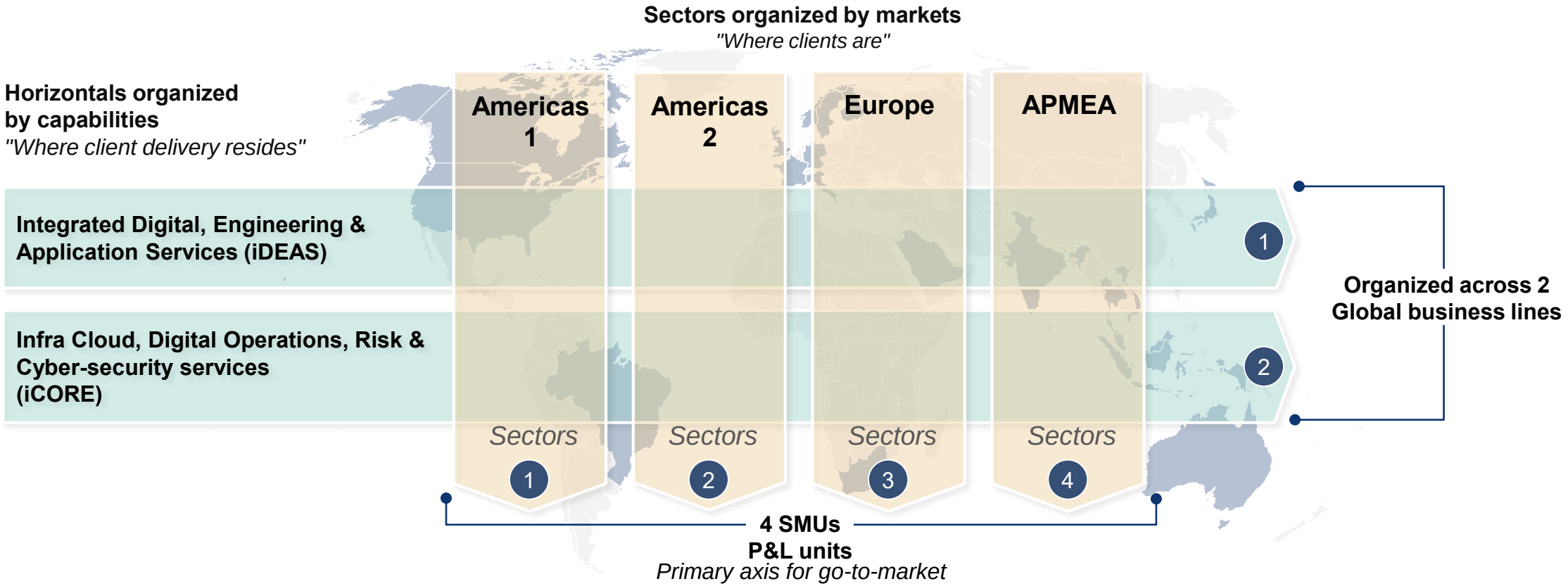
Client facing leadership roles

Gender diversity

Nationality composition

05. Simplified operating model

4 Strategic Market Units (SMUs), 2 Global Business Lines (GBLs)



Simplified model	Anchored in Sectors	Integrated Solution led delivery	Large deal Focus

Expected outcomes from the new operating model

Organization centered around our clients

Simplicity over perfection

Become employer of choice

Creating sustainable value for our shareholders

Accelerated Revenue Growth

Sustained margins

Robust cash flow generation

Optimal Capital allocation through dividend distribution and share buyback

Thank You

Thierry Delaporte
CEO & MD

Building a Bold Tomorrow

Driving Accelerated Growth

Analyst Day | November 18, 2020

Srini Pallia
President, Wipro Limited

Executing strategic priorities to realize our ambition

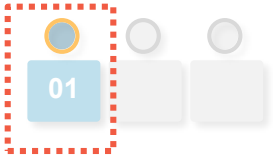
01 Scaling strategic clients

02 Winning large transformation deals

03 Leveraging strategic partnerships

Client intimacy, sales effectiveness & quality of execution	Focus on industry domain relevant to deal	Greater reach & access to clients
Proactively challenge clients with new disruptive ideas	Attract & build talent , bring the best of Wipro to the edge	Create and win large deals with partners

Scaling strategic clients by bringing best of Wipro



Client : A global bank

Engagement

- Helping achieve bank's strategic objectives of **enhanced customer experience and business growth**
- **Agile adoption** at global scale with improved velocity
- Set up **next gen internet banking platform** with higher throughput

Result

- On path to become a **$100M account in 36 months**
- **Digital adoption, enhanced customer experience and operational efficiency** for client

Client : A global technology company

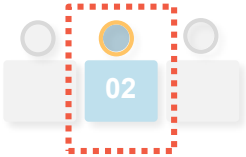
Engagement

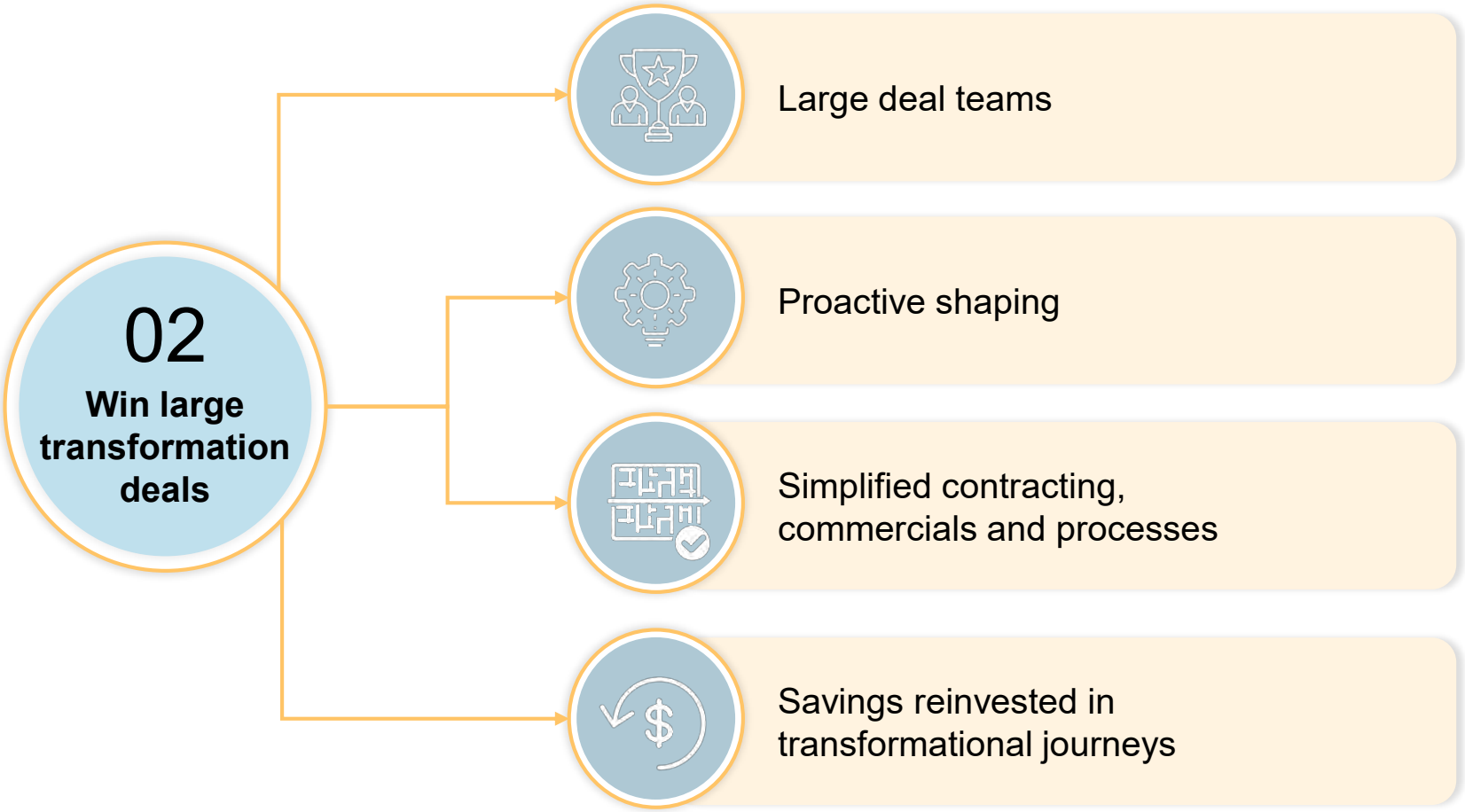
- Helping customer in digital transformation with a **reengineered customer platform** and providing **real time analytics and insights**
- Address **GTM challenge** due to rapid expansion globally
- **Reimagine customer journeys** while addressing **multi geo** complex regulatory needs

Result

- Fastest **$100M** account in **24 months** for Wipro
- Accelerate **new revenue streams** and **global expansion** for client

Win large transformation deals





Client : A global automotive company

Engagement

- Helping client **integrate** 2 leading automotive suppliers to form **a tier 1 automotive supplier**
- **Consolidation of 200 suppliers** across applications and infrastructure while **modernizing technology landscape**
- Drive **end-to-end value discovery** across IT, Engineering and R&D

Result

- **Fast scaling of a new account** during COVID for Wipro
- **Innovation at scale** with technology modernization for client

Client : A global consumer goods company

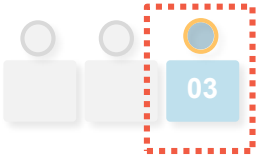
Engagement

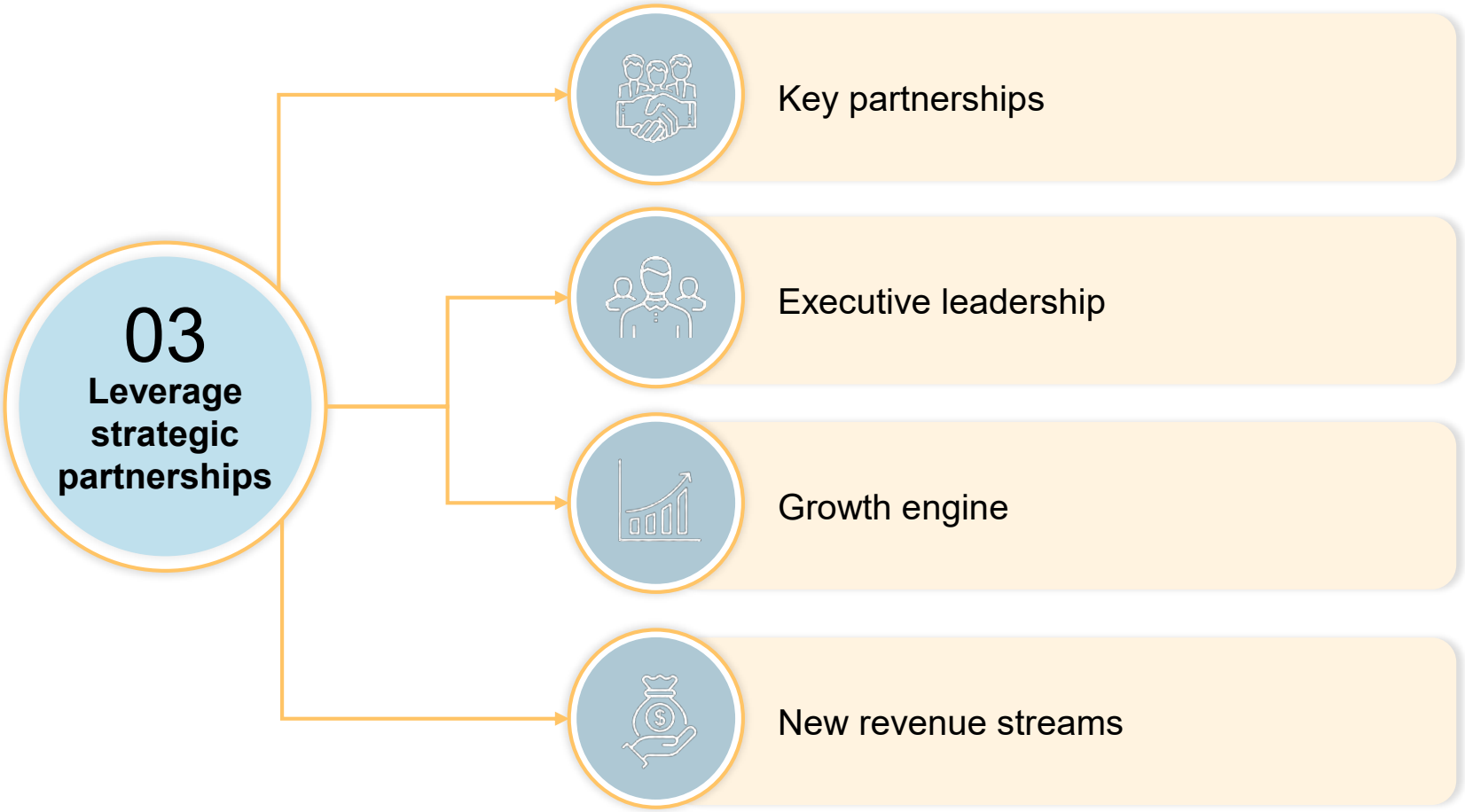
- Shaped transformation approach to drive **high touch experience** across enterprise and customers
- Products & platforms approach to **deliver next gen IT services**
- **Change management** across IT and Business

Result

- Enabling **rapid scaling of a new account** with a **large deal win** for Wipro
- Creating a **human-centric agile enterprise** for client

Leverage strategic partnerships





Client : A global retailer

Engagement

- Transforming clients retail business to be a **B2B focused company** with **enhanced customer experience**
- **End-2-end transformation** including business, technology and people
- Takeover of client **IT organization** with commitment to **transform talent, build agility and improve methods of working.**

Result

- Partnering with **hyper-scalers** and shaping a **mega deal** over multiple years for Wipro.
- Transforming to a **core B2B enterprise** while optimizing run budget for client.

Client : A global healthcare company

Engagement

- Consolidating internal and external process to create an **integrated stand-alone company**
- Helping **standardize experience** for customers and employees with a **variable cost model**
- **Business and GTM partner** in new joint offerings

Result

- **Rapid account growth** for Wipro.
- Creating **new joint GTM offerings** and **new revenue streams** for client.

Thank You

Srini Pallia
President, Wipro Limited

Building a Bold Tomorrow

Lead with Business Solutions

Analyst Day | November 18, 2020

Rajan Kohli
President, Wipro Limited

Clients need comprehensive business solutions

The work we do spans the spectrum of:

A | Business transformation

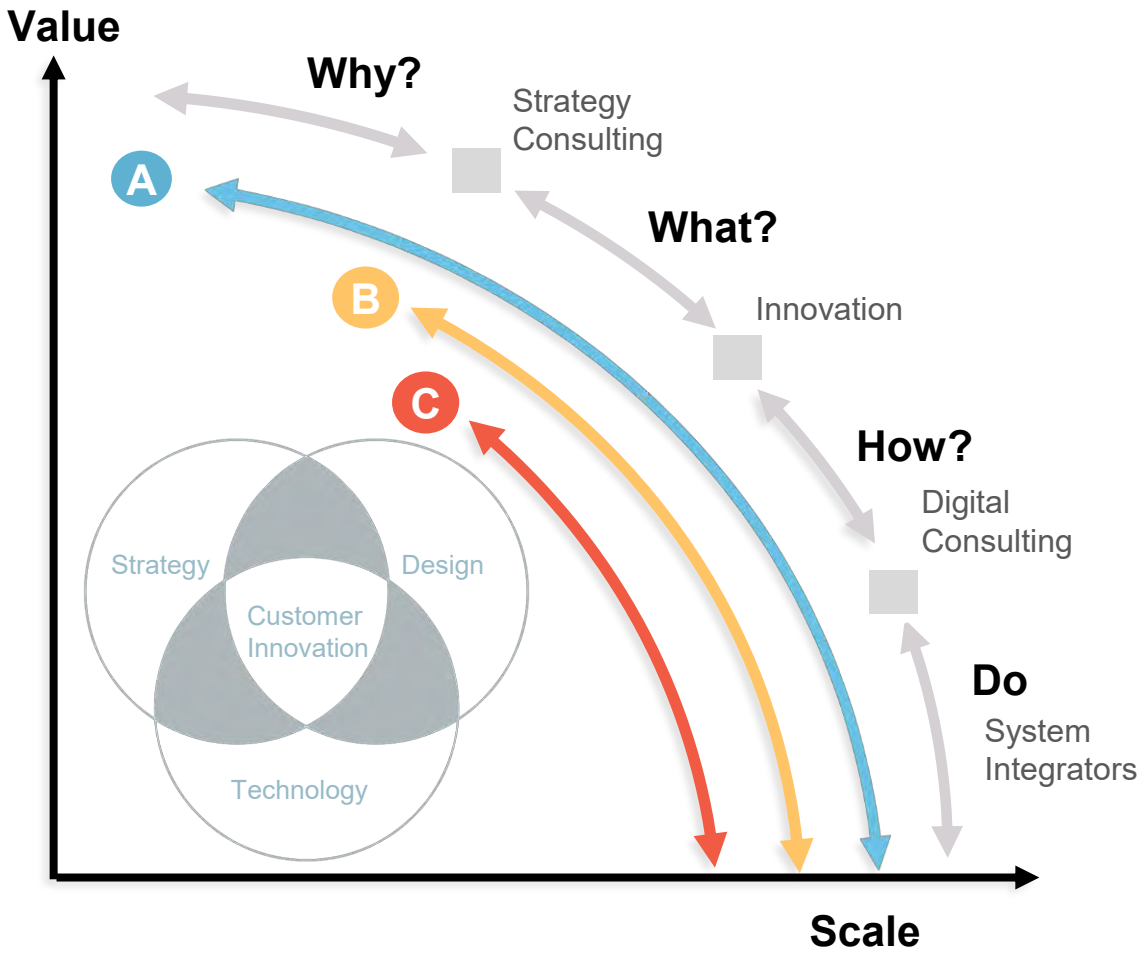
Creating new business models and transforming customer experience

B | Process transformation

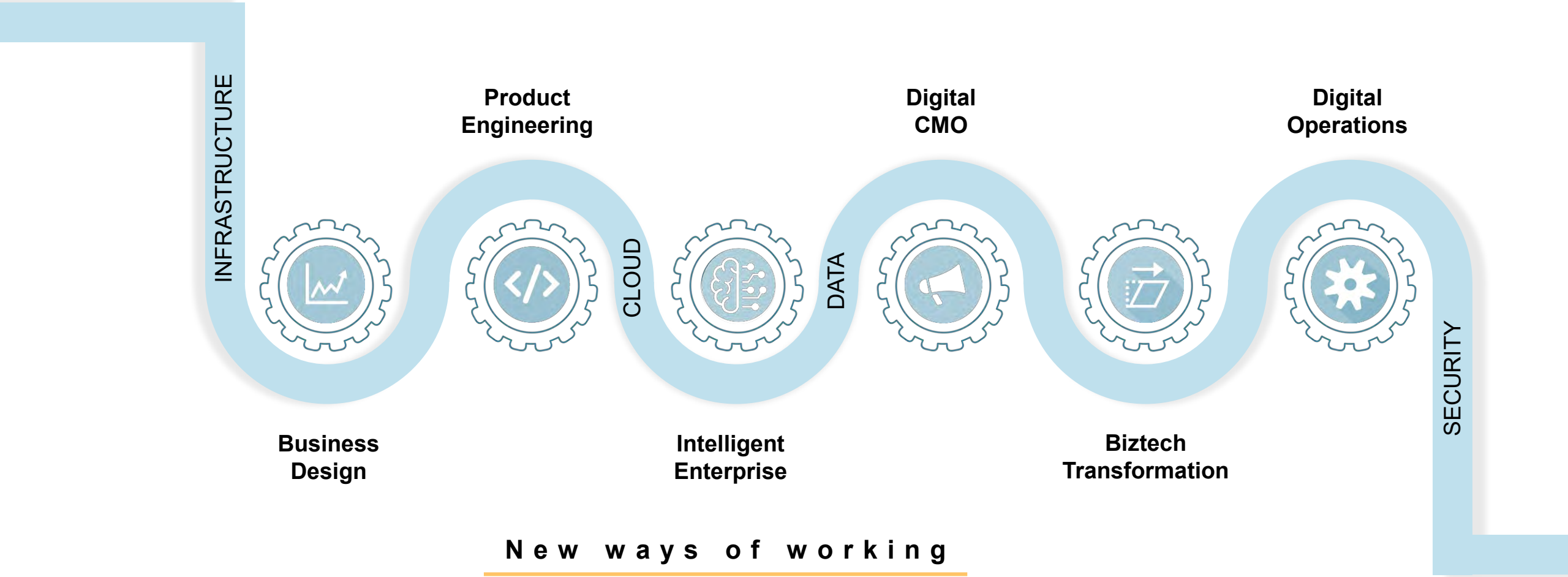
Transformation of business, process and enterprise application working with business

C | Technology transformation

Infusing engineering transformation and new ways of working



Integrated offerings targeted towards the CIO and beyond



Clients are seeking answers to hard questions

How do I respond fast?
Where do I start?

How do I reacquire my customer?
How do I differentiate?

How do I build my new operating model?
How do I fund this transformation?

How do I scale my innovation?
How do I embed new capabilities?

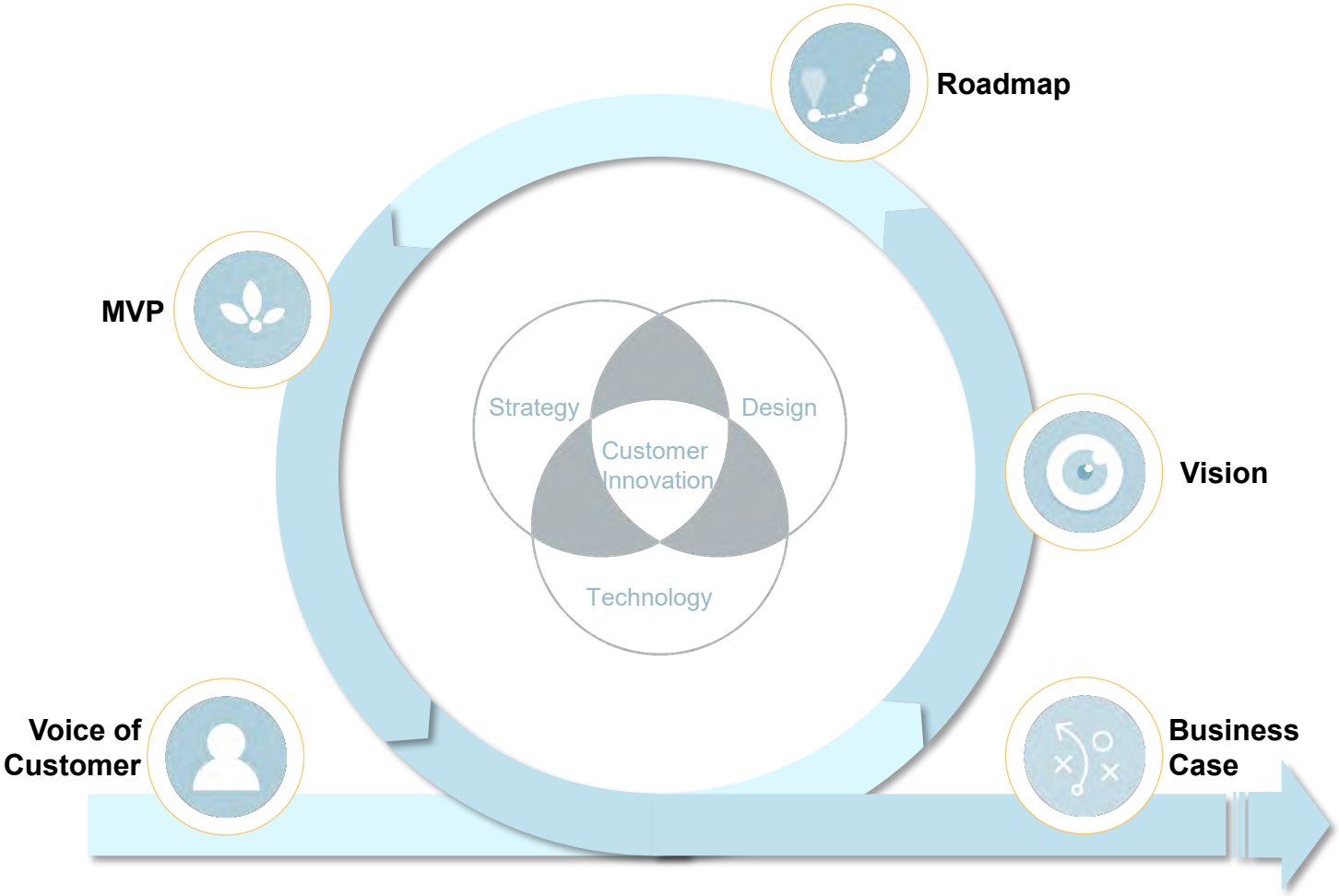
Simplify › Accelerate › Create

TO WIN

THE SHIFT

WHAT MATTERS

Simplify to Win



A multinational medical technology company

Simplified ops, new brand story, enhanced CX, with over 30% reduction in costs

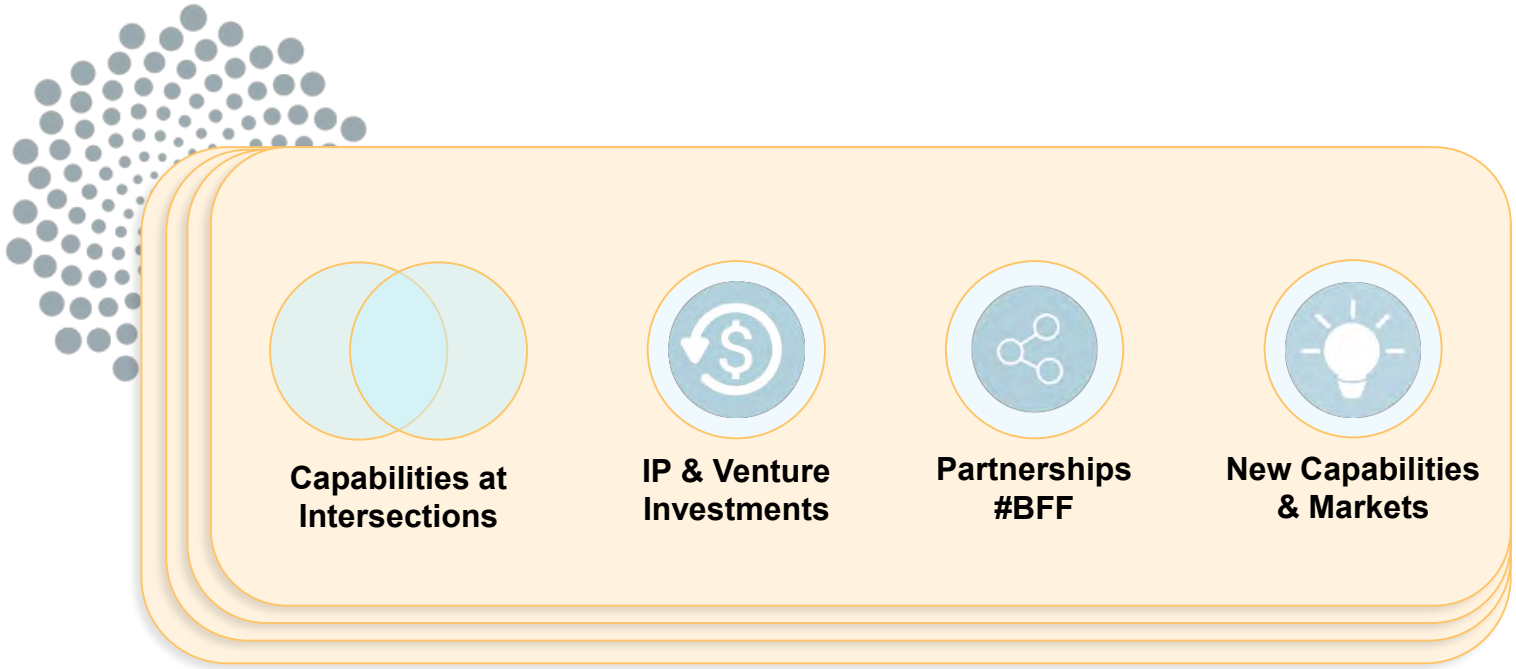
A multinational oil and gas company

From MVP to scale for P2P solar energy business, onboarding thousands of customers

A multinational pharmaceutical company

Simplified clinical trials reducing time for clinical trials by 60%

Accelerate the Shift



Business Solutions

An iconic global apparels company

An AI solution to predict revenues and shape distribution strategies

A multinational oil and gas company

Partnering with Azure to build a data platform for oil exploration

A Dutch multinational conglomerate

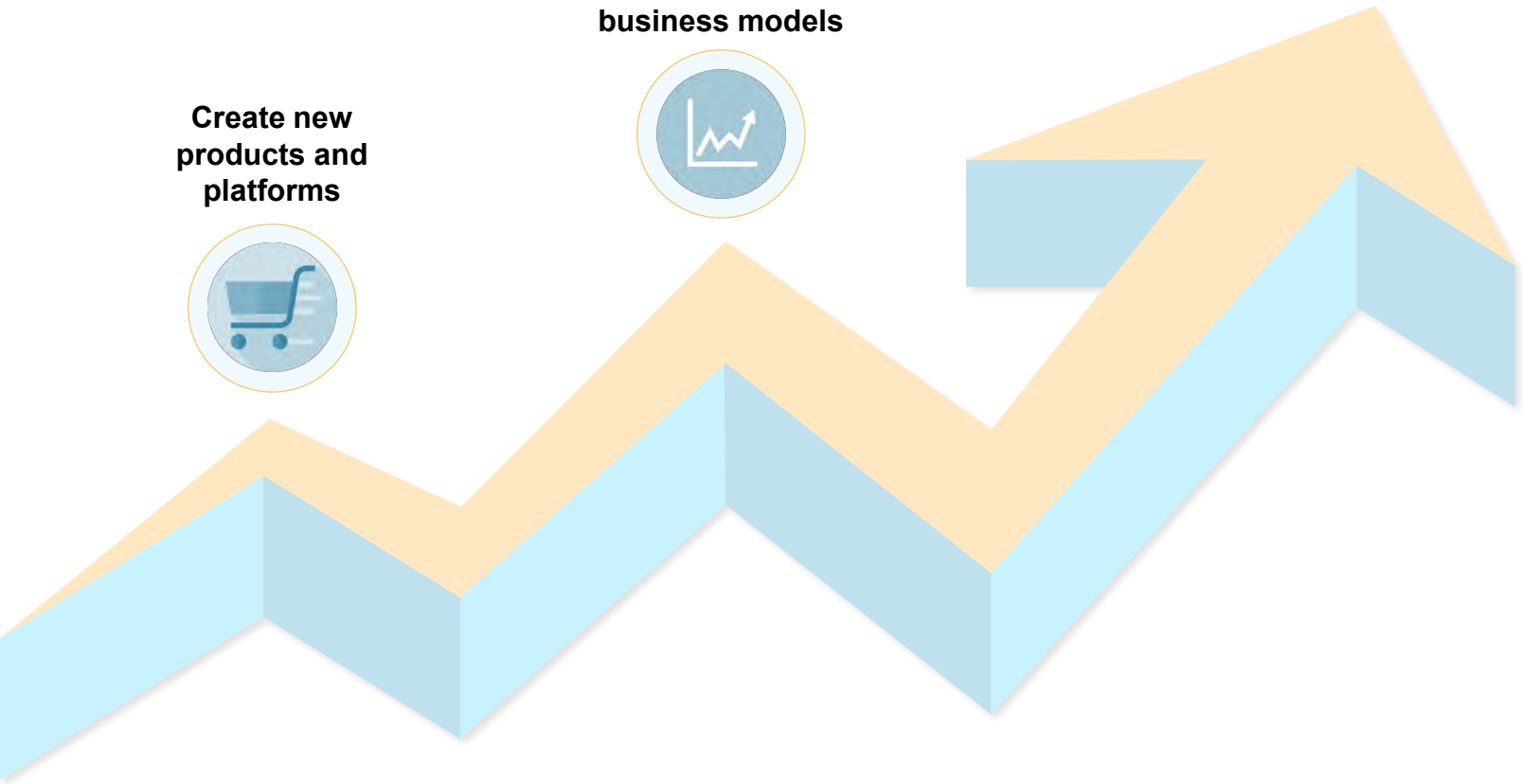
Zero to $ 1 Billion plus in ecommerce sales

Create what Matters

Create new products and platforms

Create new business models

Create new markets



A US hospital procurement organization

Marketplace business model driving exponential commerce growth

A bank for businesses and property entrepreneurs

Digital commercial bank-in-a-box, scaling on Google Cloud

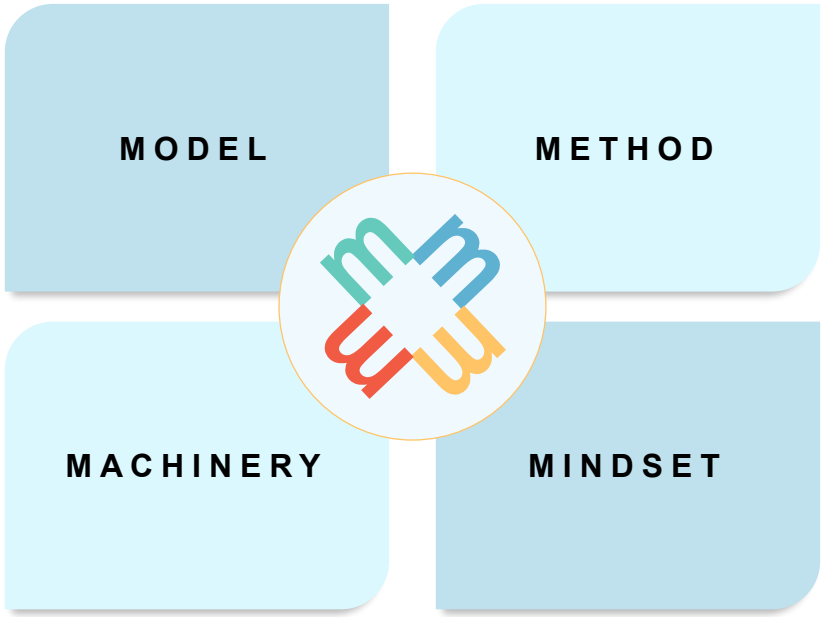
A multinational delivery and logistics company

Open APIs enabling a thriving ecosystem business model

Our BizTech execution framework for an accelerated future: 4M

- Distributed teams
- Distributed workforce
- Crowd sourcing

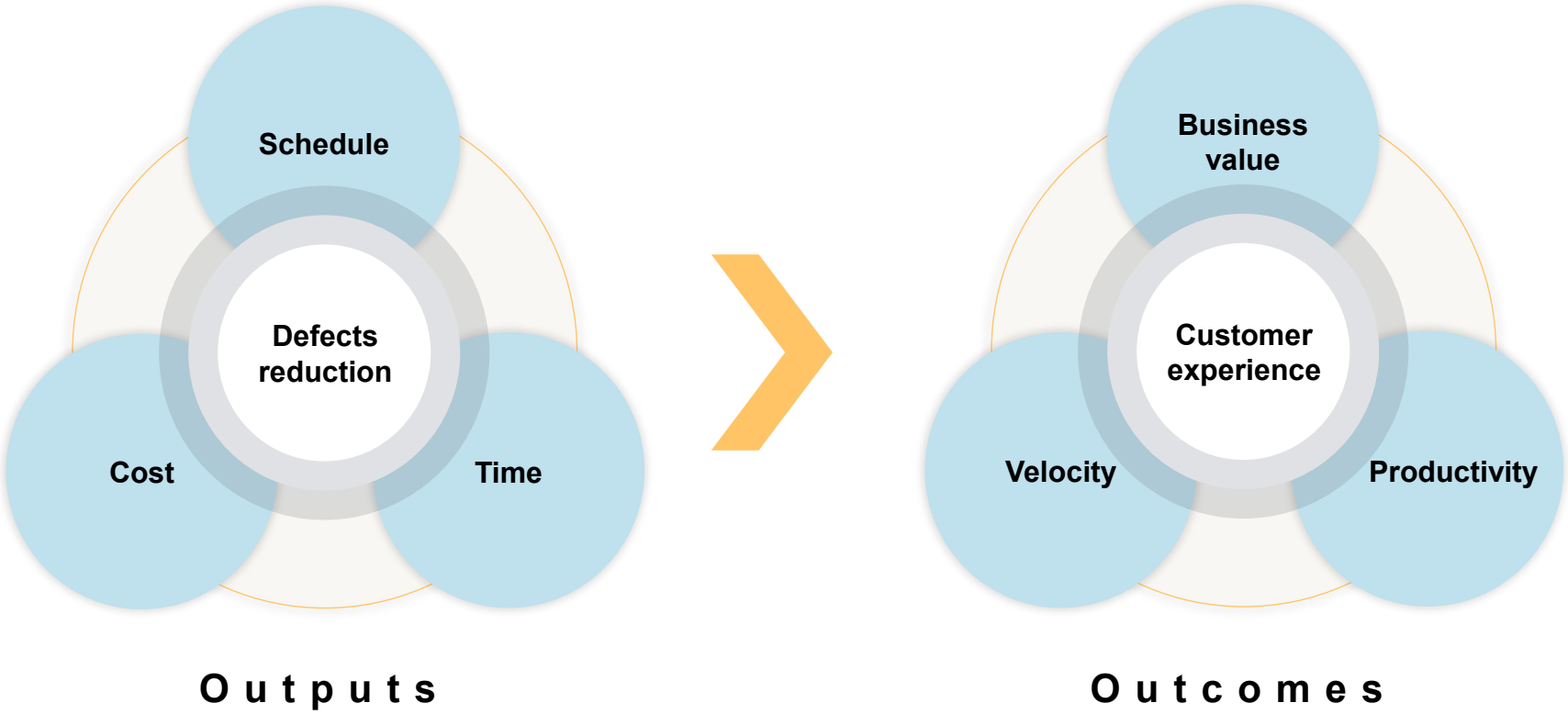
- Engineering-first ways of working and learning
- Intelligent orchestration to drive agility



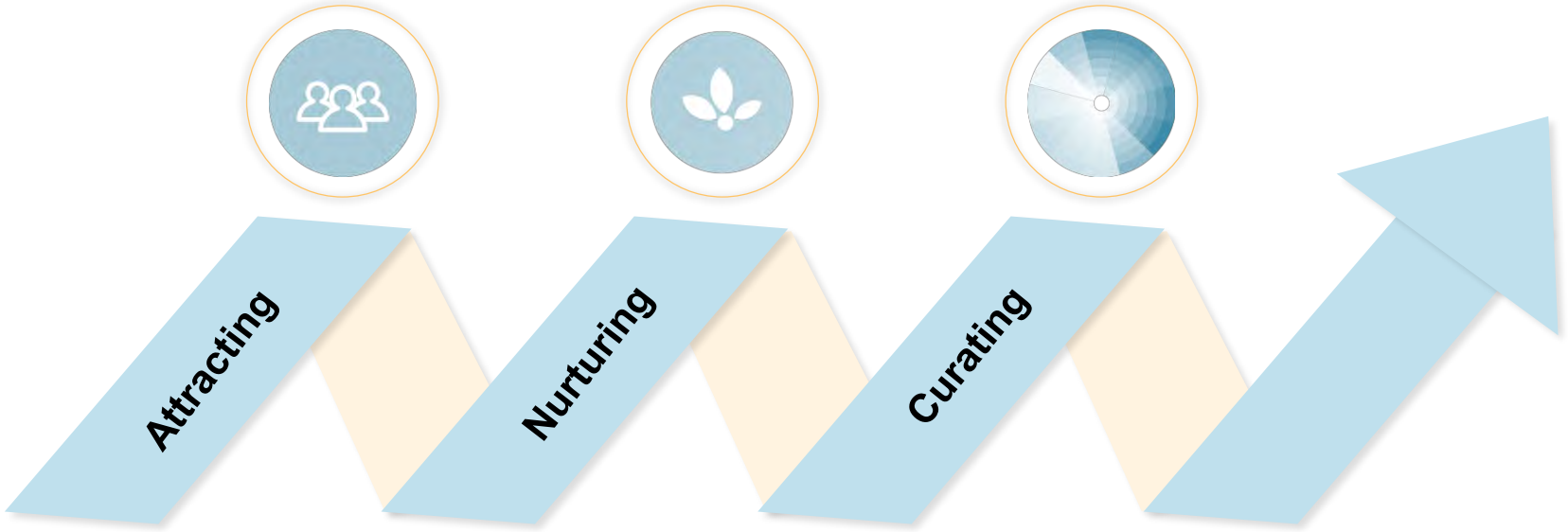
- Automated and intelligent workbenches
- Engineering productivity
- Multi-modal work decomposition

- Problem solving
- Autonomy with alignment
- Outcome-focused

Measurements that underline our commitment to transforming our clients



Investing in talent



Craftsmanship

Problem-solving

Diverse & Inclusive

From I > T > Pi

Working in Teams

Thank You

Rajan Kohli
President, Wipro Limited

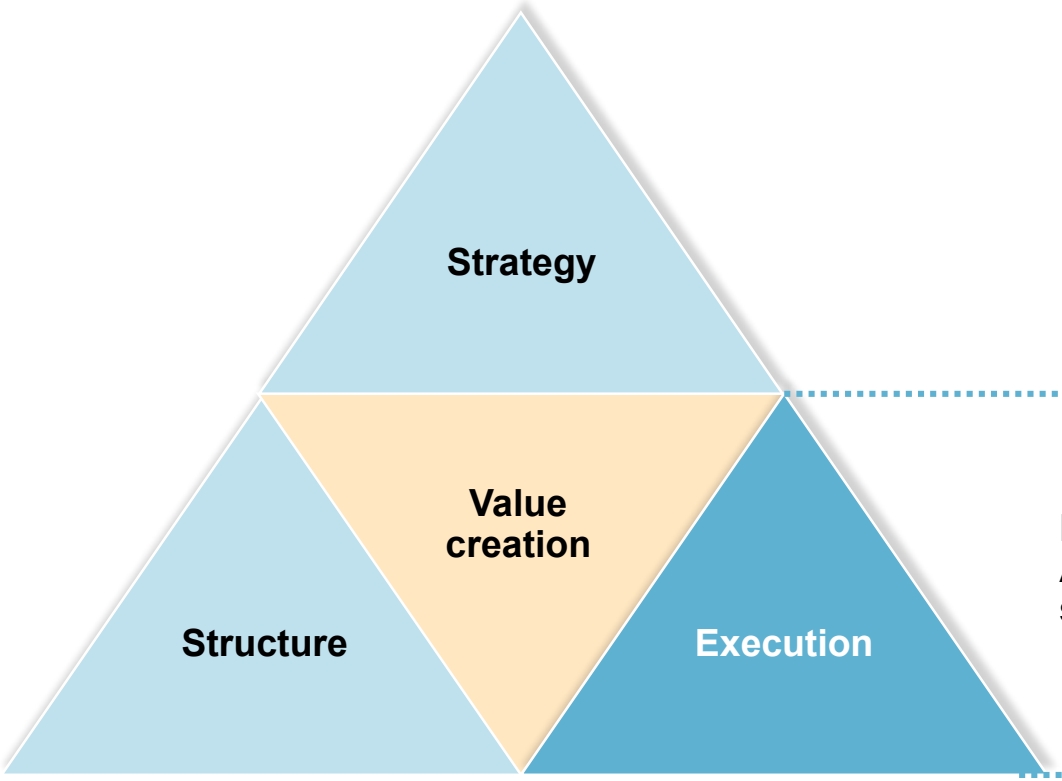
Building a Bold Tomorrow

Creating Sustainable Value for Our Shareholders

Analyst Day | November 18, 2020

Jatin Dalal
CFO, Wipro Limited

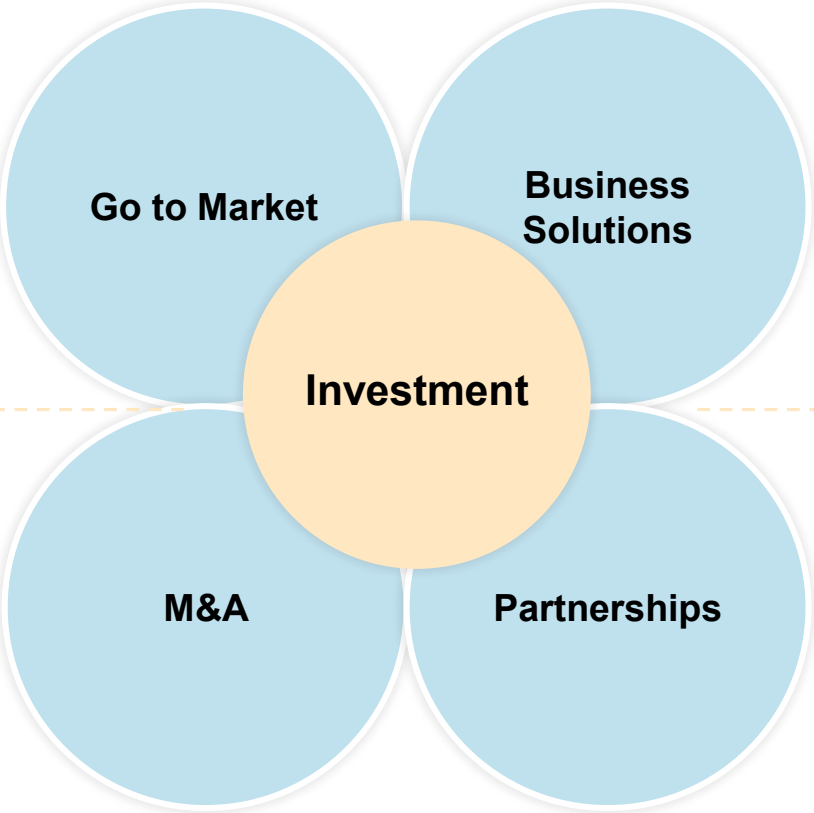
Simplified model, *value creation*



Execution = Accelerated growth x sustained margins → **Healthy cash conversion** → **Optimal use of cash**

Investment priorities
for accelerating growth

1. Best in class GAE
2. Regional leaders
3. Large deal Specialists



1. Consulting, domain and deep technology
2. Innovation - IP, Platforms and Partnerships
3. Reskilling @ scale

1. Strategic M&A
2. Specialized Integration team

1. Vertical led offerings
2. Cloud studios, labs, COEs etc

Investing deeper not thinner

Operating margin,
enough levers at play

Structural

1. 3 to 2 axes
2. Prioritization of markets and sectors
3. G&A

Pricing Power

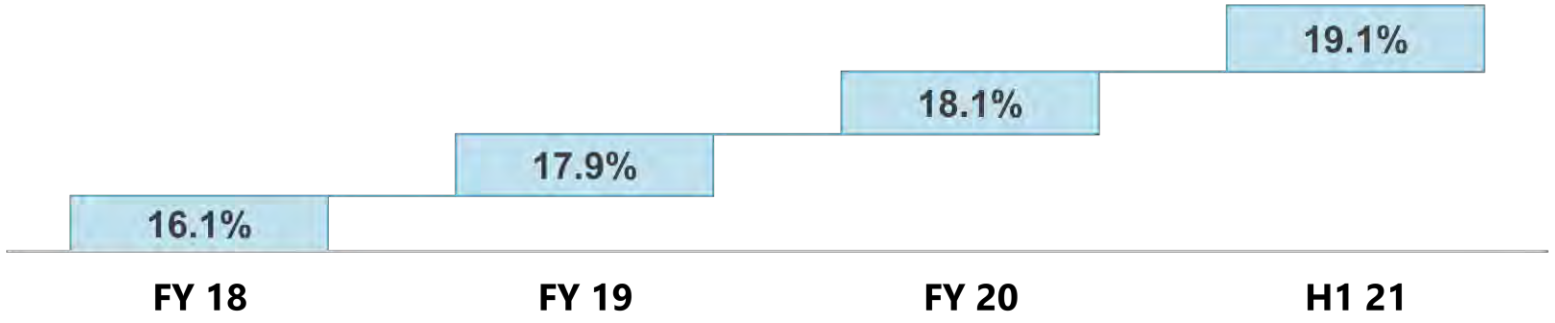
1. Premium for New
2. Moving up the value chain
3. Outcome vs. output
4. Value vs Cost

Operational excellence

1. Variable work-force
2. Productivity & Automation
3. Offshore Mix
4. Utilization

Situational

1. Travel and discretionary spends



Robust free cash flow generation, *keeping balance sheet strong*

102%

FCF as a % to
Net Income - Average of
last 12 Quarters

1. Focus on quality of revenue
2. Systematic reduction of unbilled
3. Stability in India business and reduction of capital employed; DSO has improved significantly
4. Healthy balance sheet

Optimal capital allocation, *through dividends and buyback*

Payout ratio[1]

87.3%
FY 20

60.7%
FY 19

72.8%
FY 18

1. Proposed buy-back for **₹95 billion ($1.3 billion**)
2. Stated capital allocation policy of **45-50%** of Net Income to shareholders and we remain committed to returning our excess cash.

1. Payout ratio has been computed by dividing the payout (comprising interim and final dividend declared for the respective financial year and buy back if any, considered based on the date of Board's approval) to shareholders by net income on a trailing three-year basis

Creating sustainable value *for our shareholders*

Accelerated Revenue Growth

Sustained margins

Robust cash flow generation

Optimal Capital allocation through dividend distribution and share buyback

Thank You

Jatin Dalal
CFO, Wipro Limited