



**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**

A handwritten signature in black ink, appearing to read "M Sanaula Khan", is positioned above the typed name.

**M Sanaula Khan  
Company Secretary**

**Registered Office:**

Wipro Limited  
Doddakannelli  
Sarjapur Road  
Bengaluru 560 035  
India

T : +91 (80) 2844 0011  
F : +91 (80) 2844 0256  
E : info@wipro.com  
W : wipro.com  
C : L32102KA1945PLC020800





# 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 through  
our strategic priorities

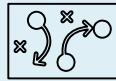
**05**

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

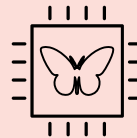
**Tech stack transforming**



- 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**

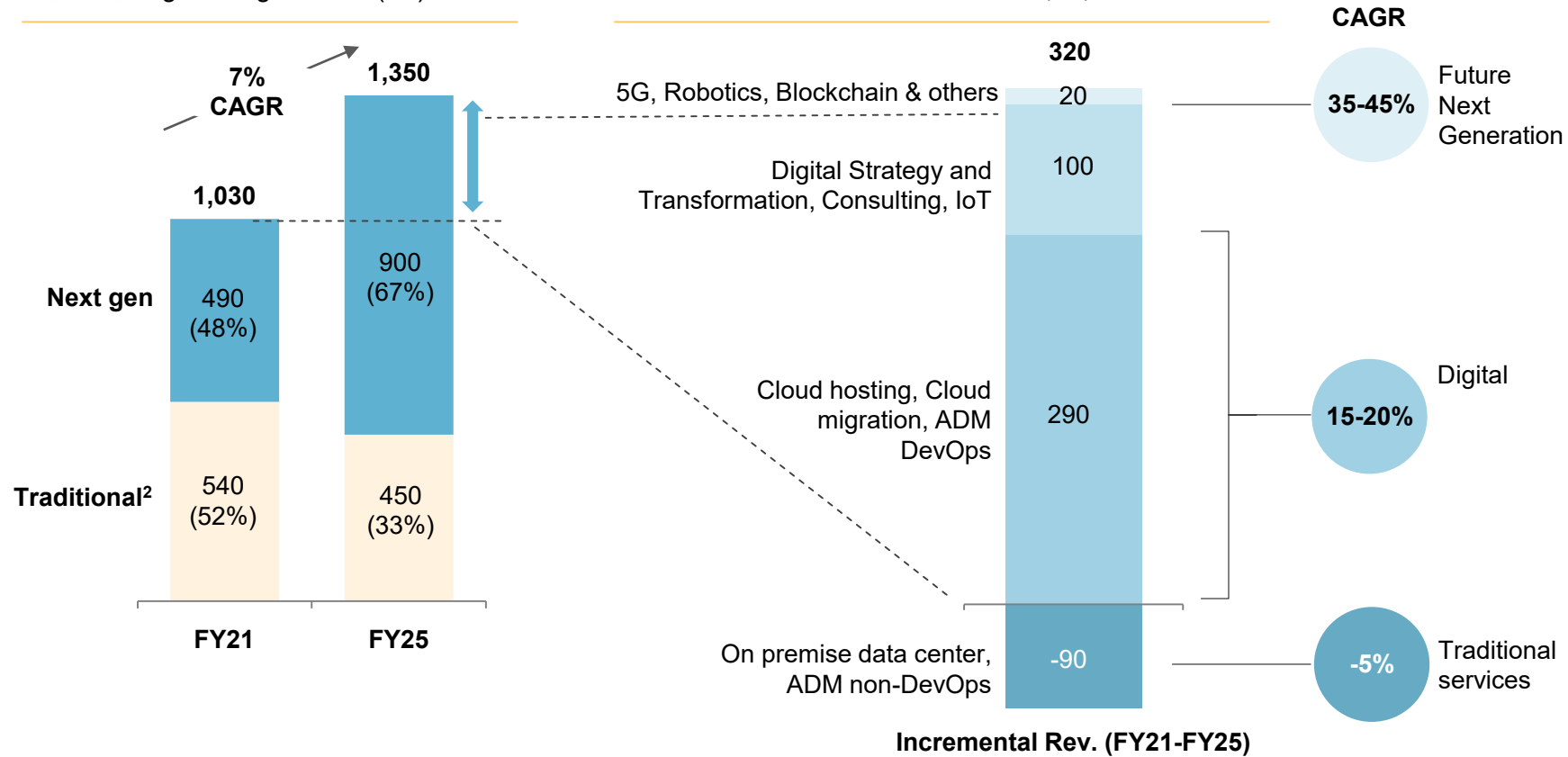


- Industry expertise, transformation, localization
- At the core, it is all about quality of talent

# Next gen technologies will drive incremental growth

**Traditional services will decline**  
IT, BPO, Engineering market<sup>1</sup> (\$B)

**Growth to be driven by next gen services**  
Incremental revenue in FY21-FY25<sup>1</sup> (\$B)



## Differentiators

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

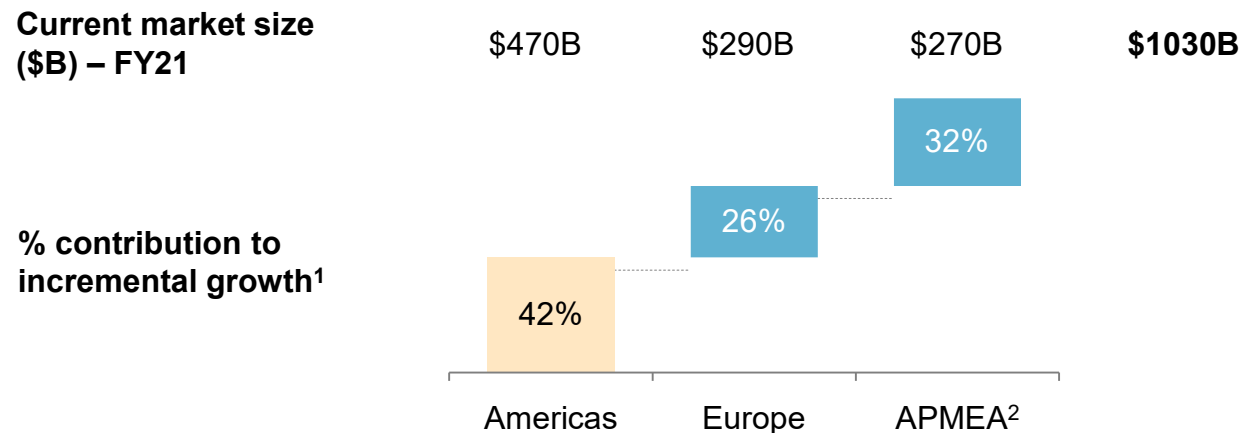
1. All market size numbers excl. China and Hong Kong.

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)<sup>1</sup> : \$ 320 B



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

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

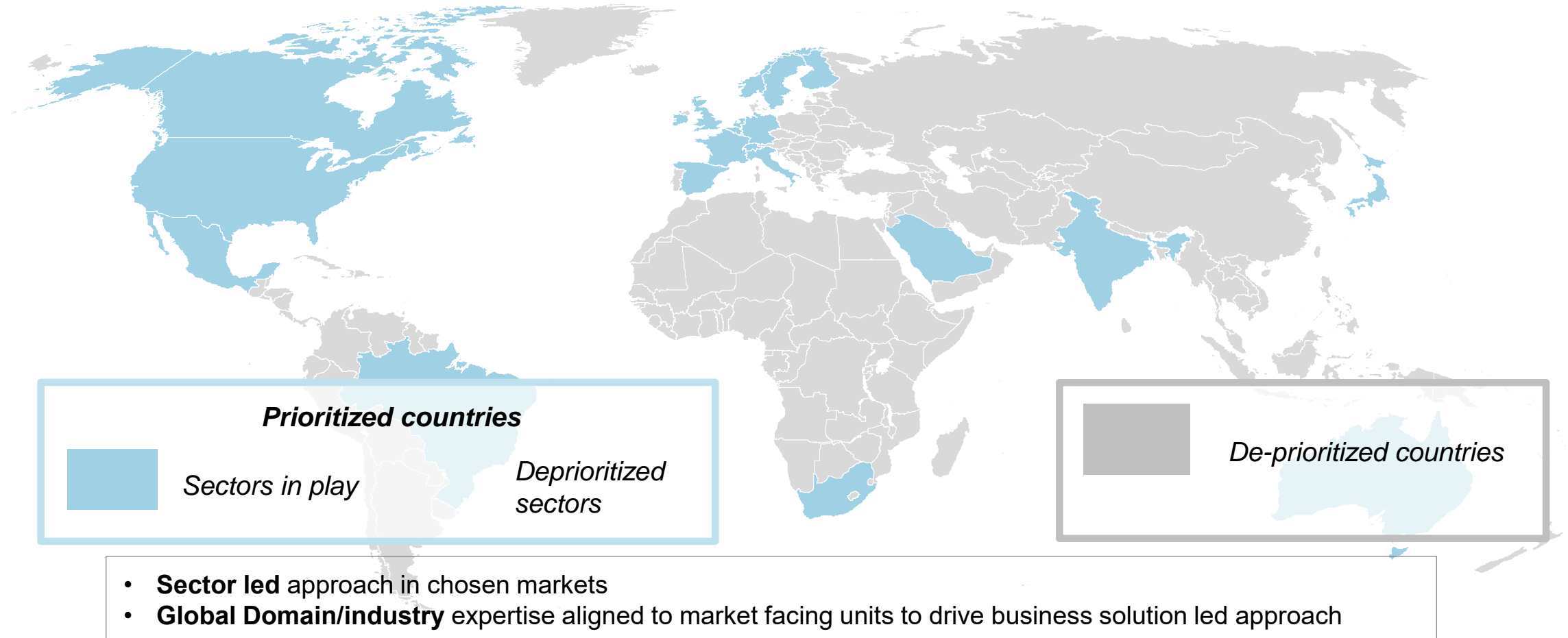
05

## 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



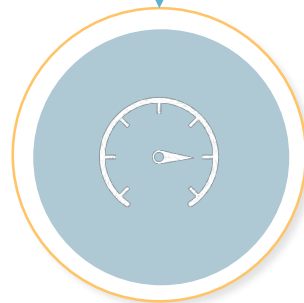
## 02. Strengthen clients & partnerships

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**

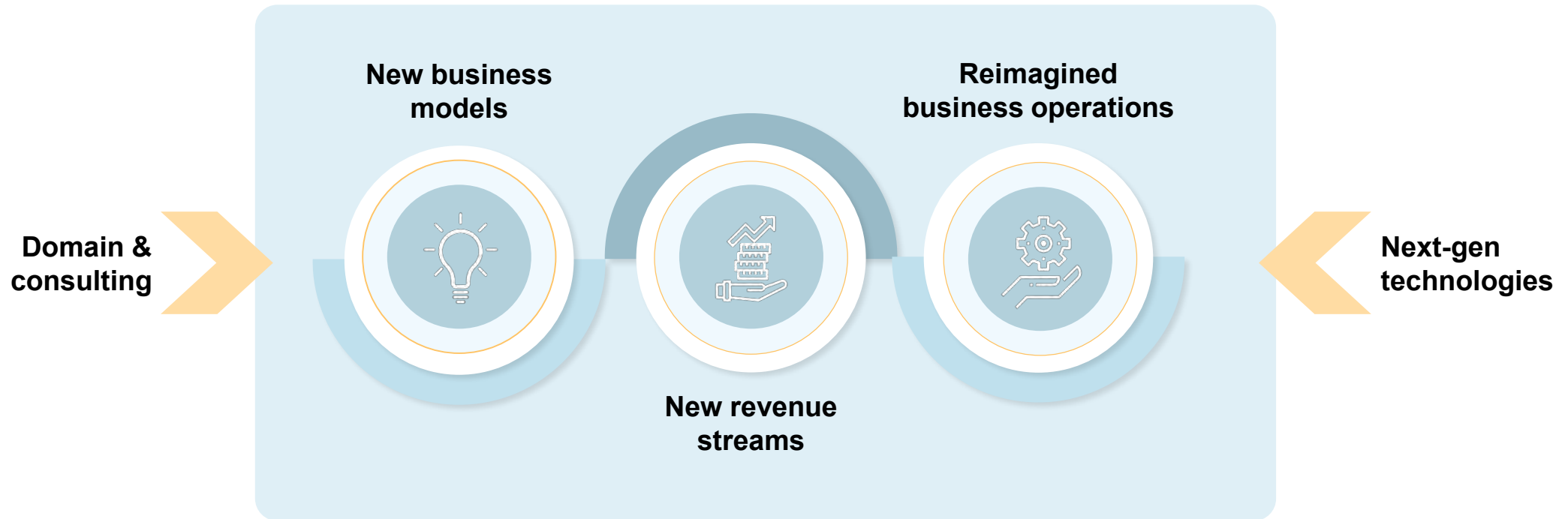
6 Hyper-growth  
alliances



### **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



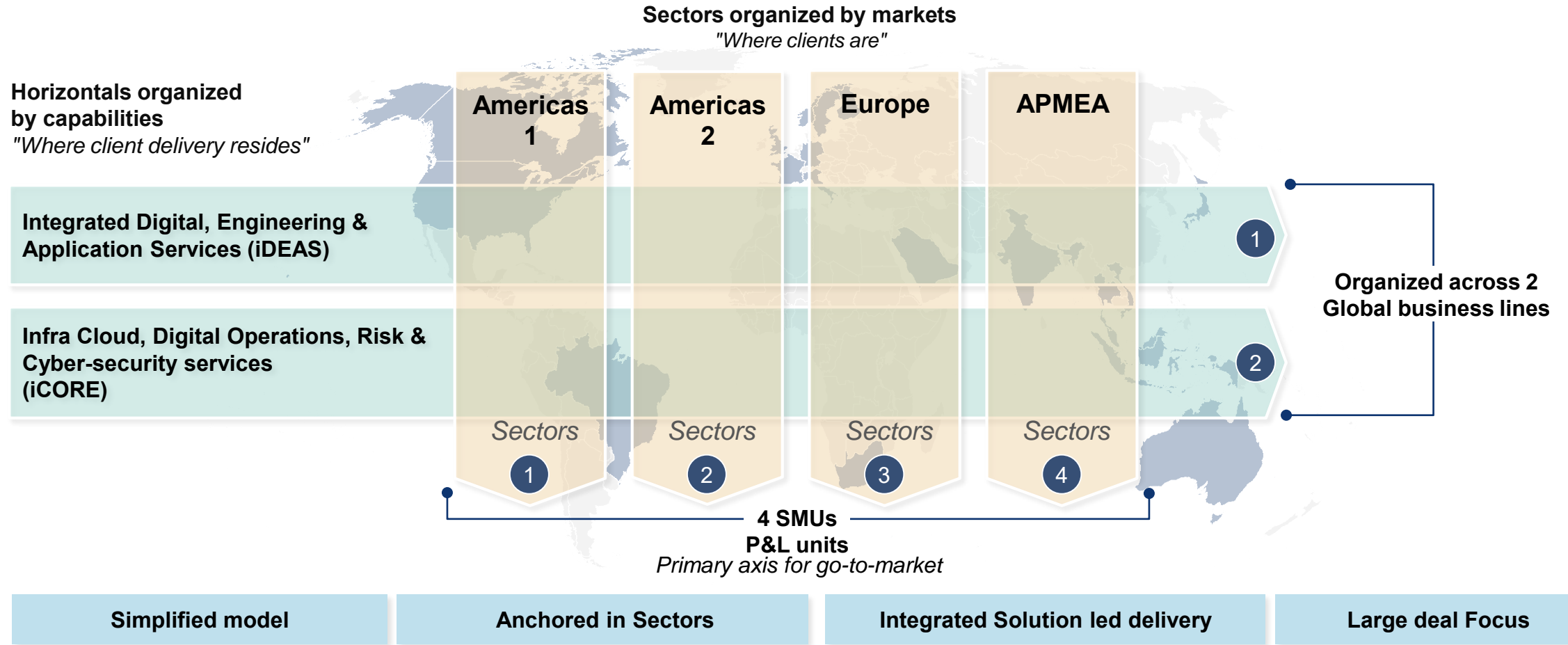
Gender diversity



Nationality composition

# 05. Simplified operating model

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



# 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

Client intimacy, sales effectiveness & quality of execution

Proactively challenge clients with new disruptive ideas



## 02 Winning large transformation deals

Focus on industry domain relevant to deal

Attract & build talent , bring the best of Wipro to the edge

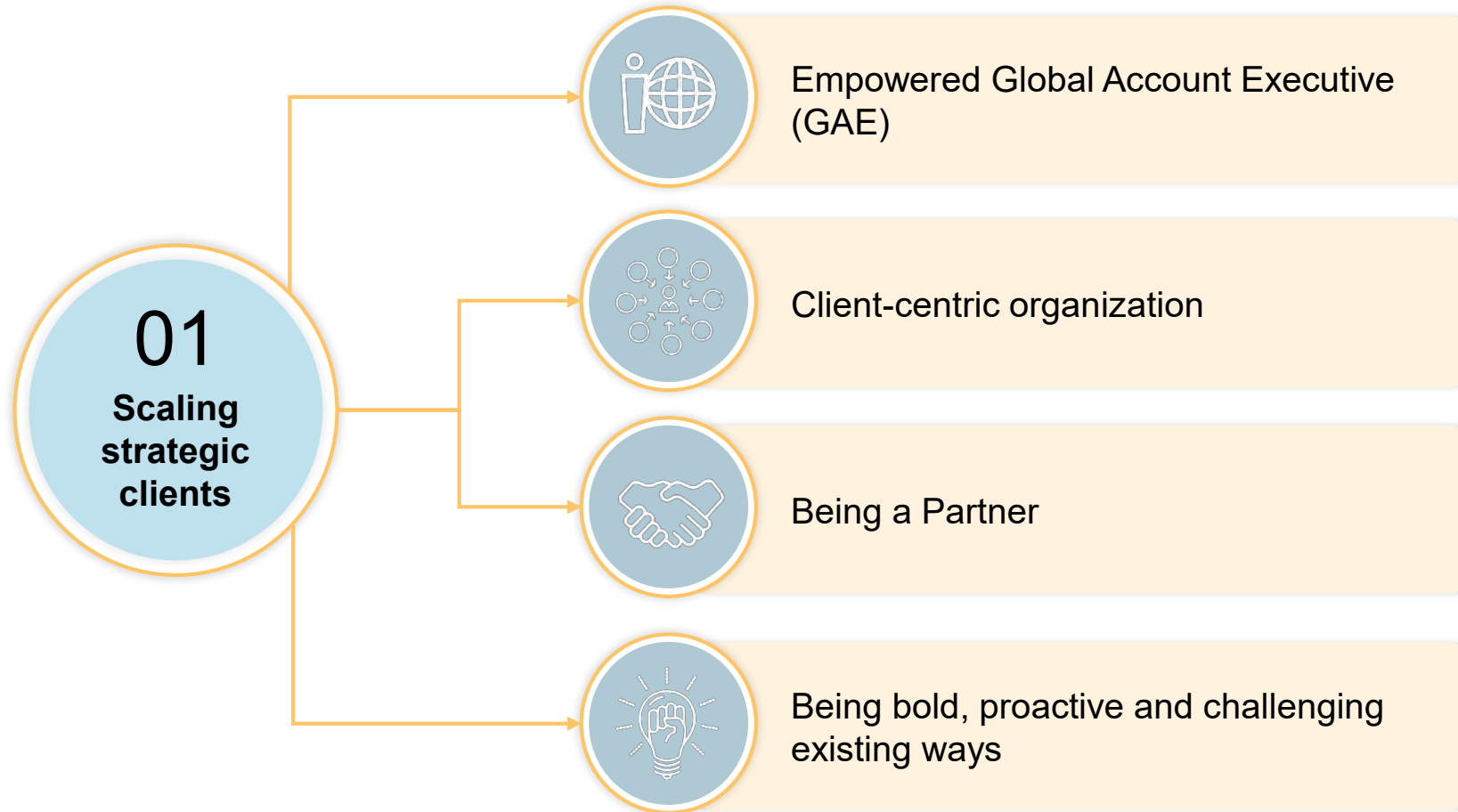
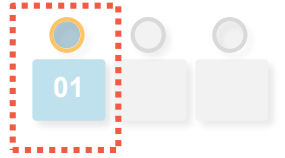


## 03 Leveraging strategic partnerships

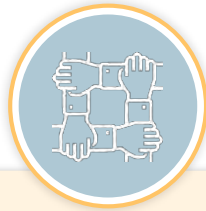
Greater reach & access to clients

Create and win large deals with partners

# Scaling strategic clients by bringing best of Wipro

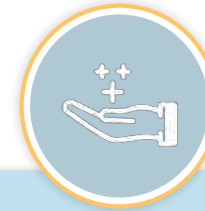


# Client : A global bank



## 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

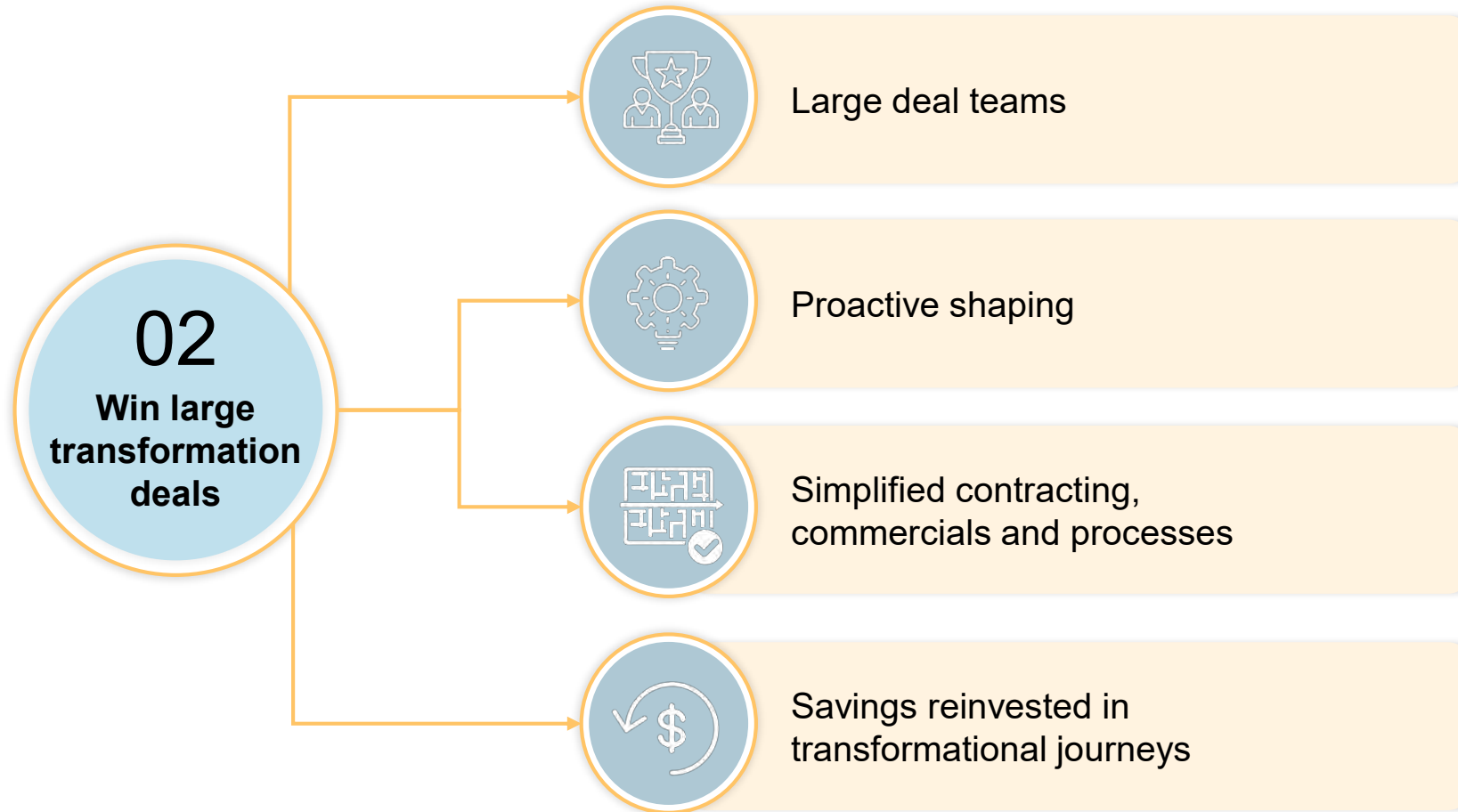
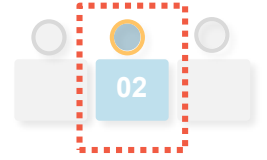
- Helping customer in digital transformation with a **reengineered customer platform** and providing **real time analytics and insights**
- Address **GTM challenge** due to rapid expansion globally
- **Reimagine customer journeys** while addressing **multi geo** complex regulatory needs



## 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

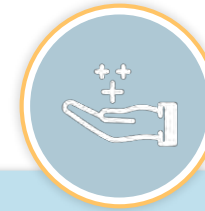


# Client : A global consumer goods company



## Engagement

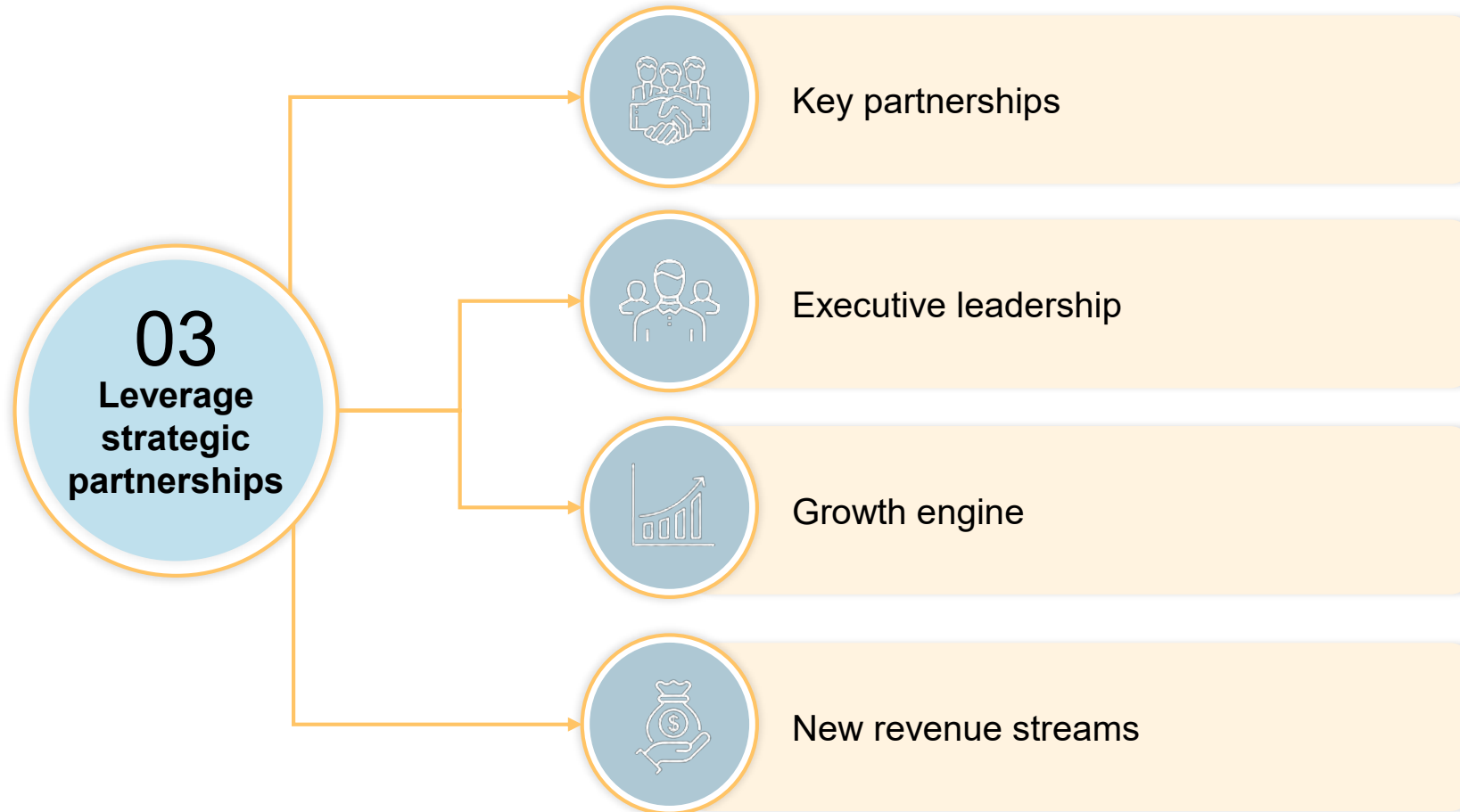
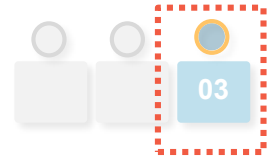
- Shaped transformation approach to drive **high touch experience** across enterprise and customers
- Products & platforms approach to **deliver next gen IT services**
- **Change management** across IT and Business



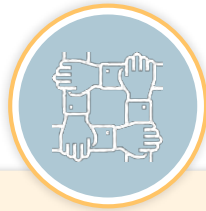
## Result

- 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

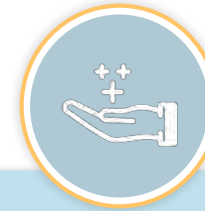


# Client : A global retailer



## Engagement

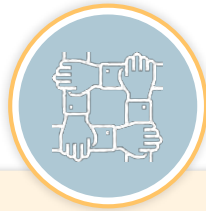
- Transforming clients retail business to be a **B2B focused company** with **enhanced customer experience**
- **End-2-end transformation** including business, technology and people
- Takeover of client **IT organization** with commitment to **transform talent, build agility and improve methods of working.**



## Result

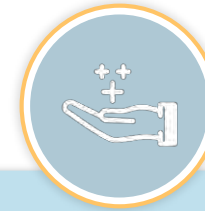
- Partnering with **hyper-scalers** and shaping a **mega deal** over multiple years for Wipro.
- Transforming to a **core B2B enterprise** while optimizing run budget for client.

# 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**

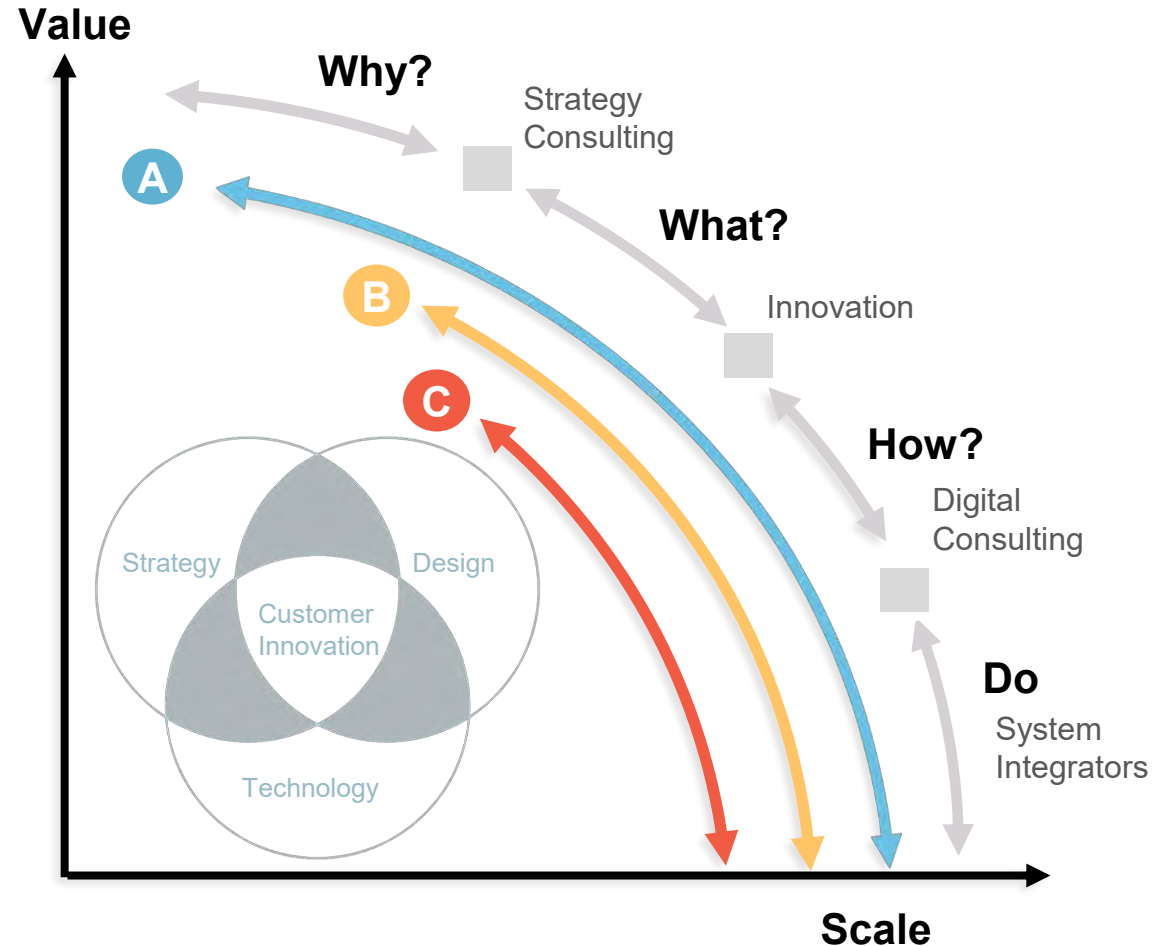
President, Wipro Limited



# 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

INFRASTRUCTURE

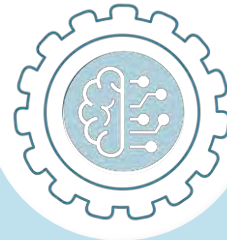


Business Design

Product Engineering



CLOUD



Intelligent Enterprise

DATA



Digital CMO



Biztech Transformation

Digital Operations



SECURITY

New ways of working



# 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?

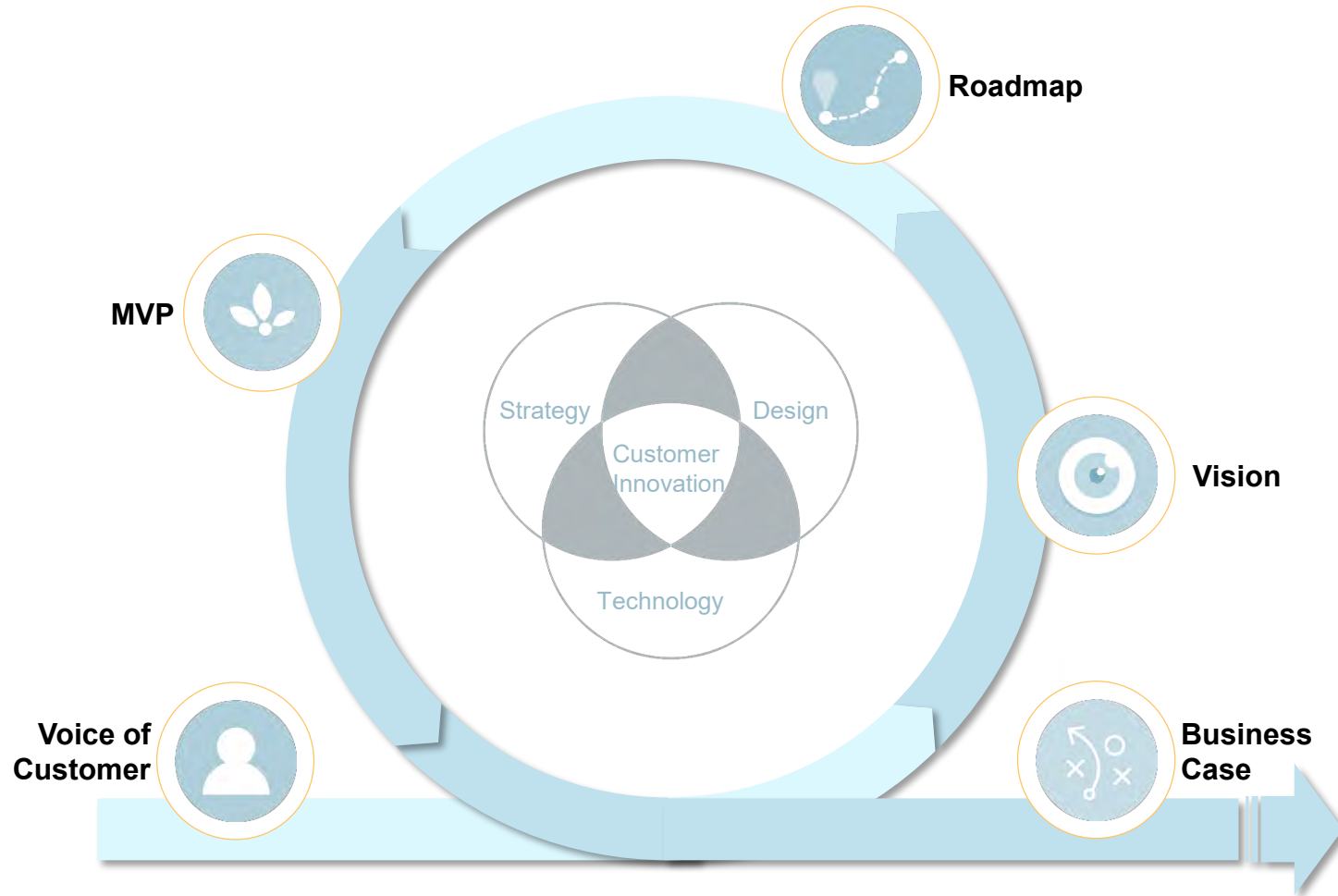
# **Simplify** > **Accelerate** > **Create**

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

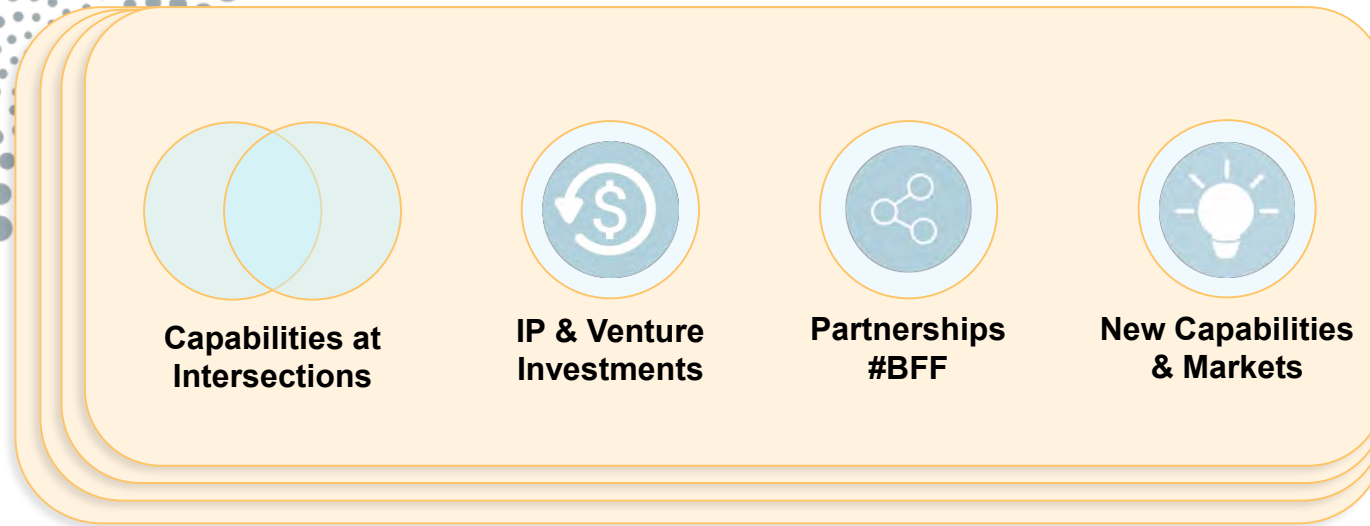
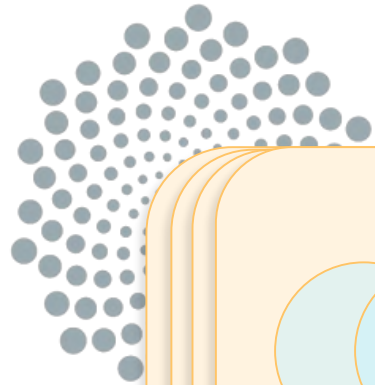
A multinational oil and gas company

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



**B u s i n e s s   S o l u t i o n s**

An iconic global apparels company

An AI solution to predict revenues and shape distribution strategies

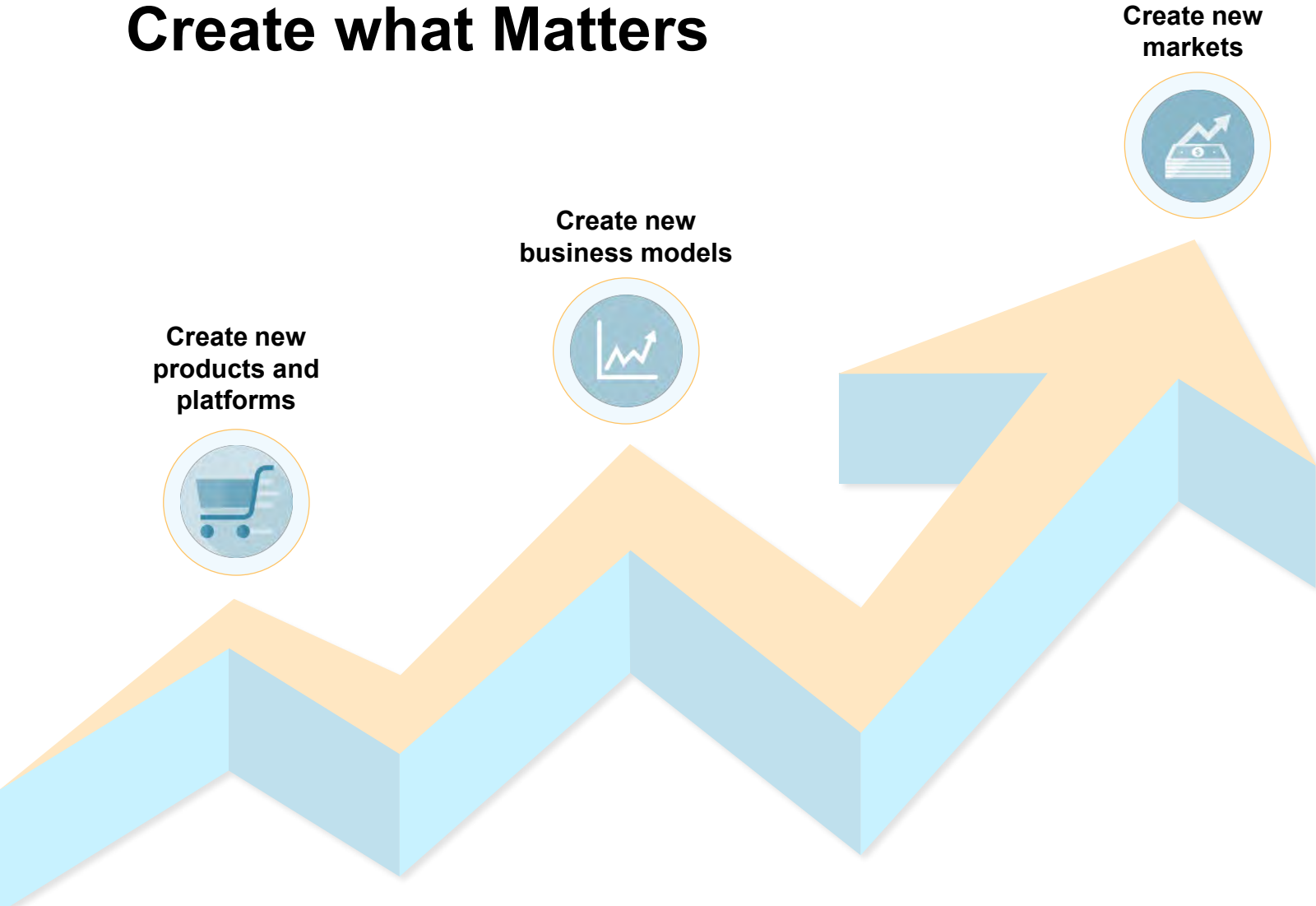
A multinational oil and gas company

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



**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

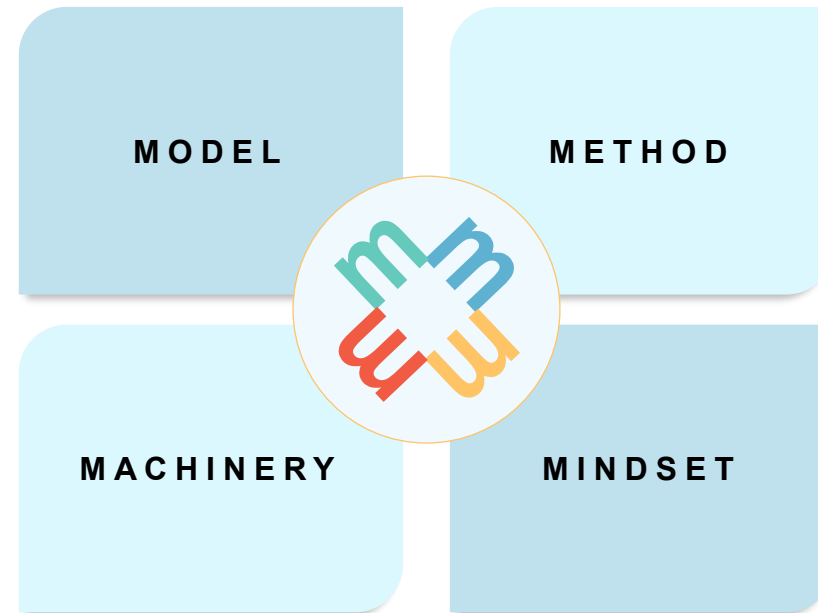
**A multinational delivery and logistics company**

Open APIs enabling a thriving ecosystem business model

# Our BizTech execution framework for an accelerated future: 4M

- Distributed teams
- Distributed workforce
- Crowd sourcing

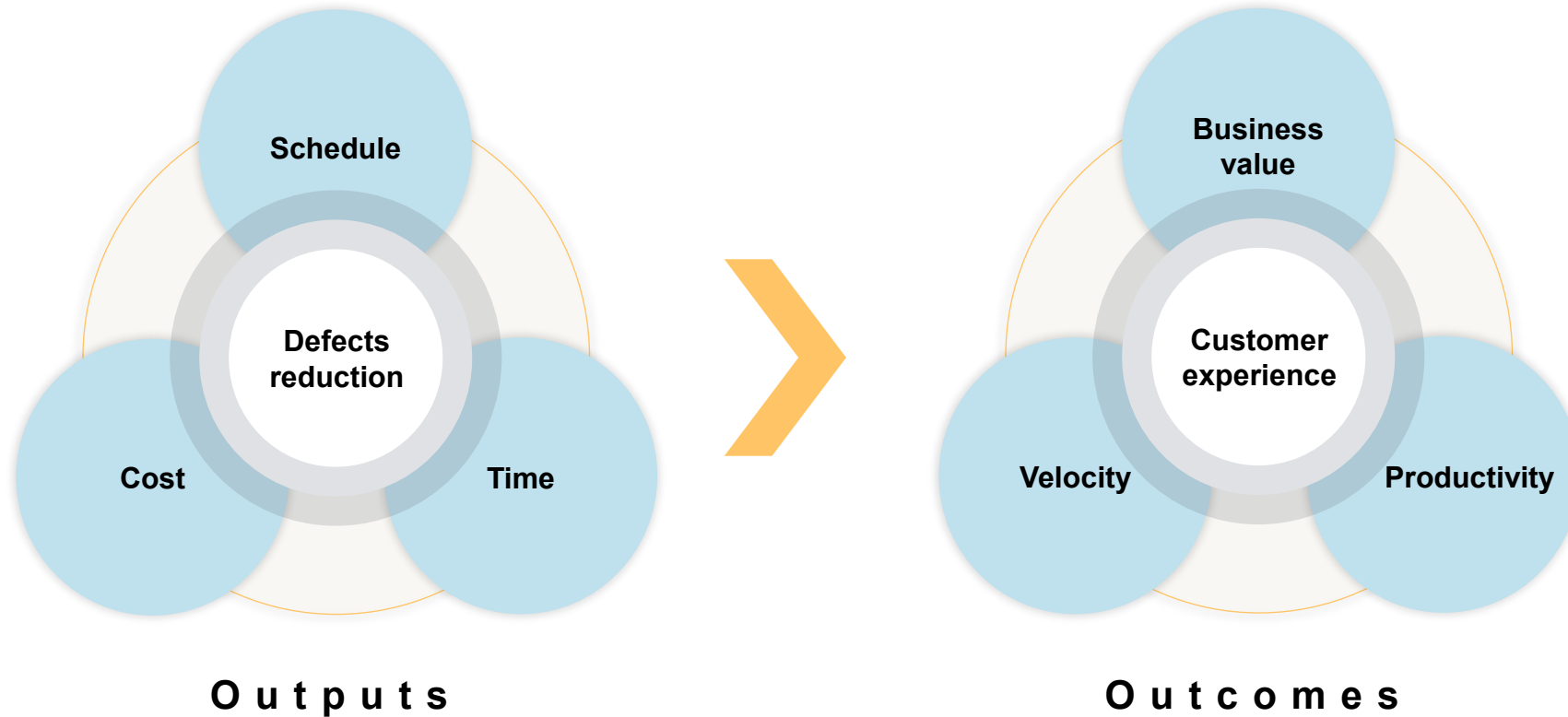
- Engineering-first ways of working and learning
- Intelligent orchestration to drive agility



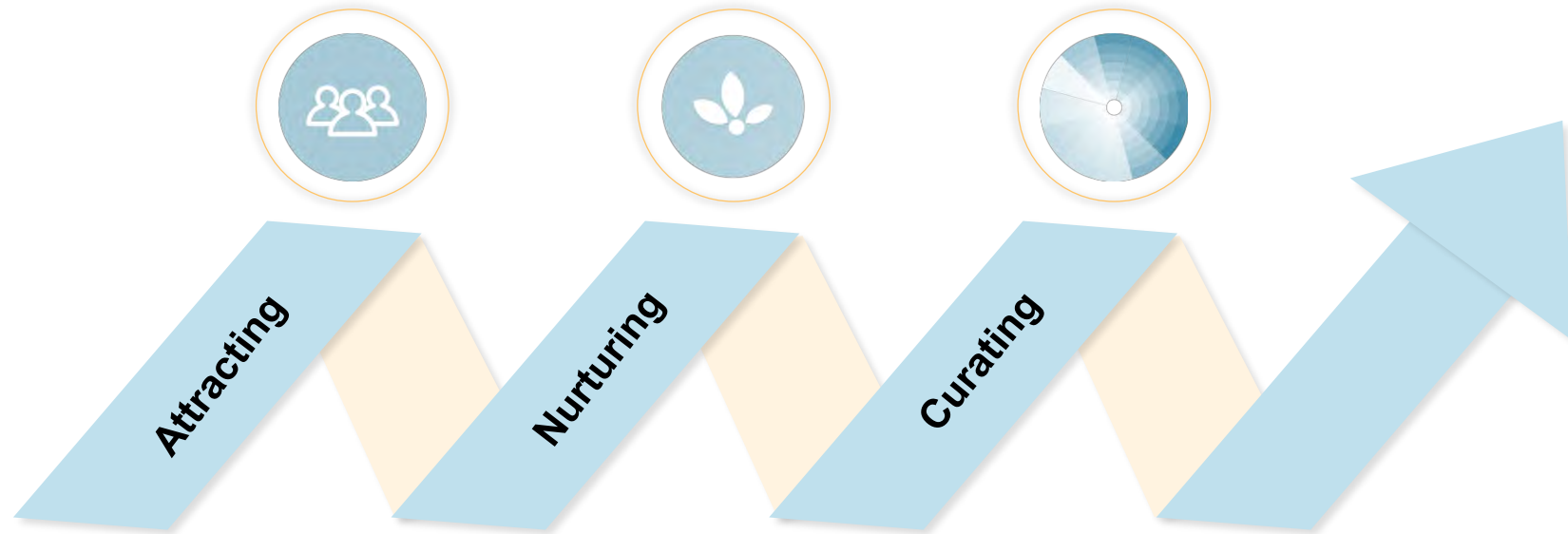
- Automated and intelligent workbenches
- Engineering productivity
- Multi-modal work decomposition

- 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

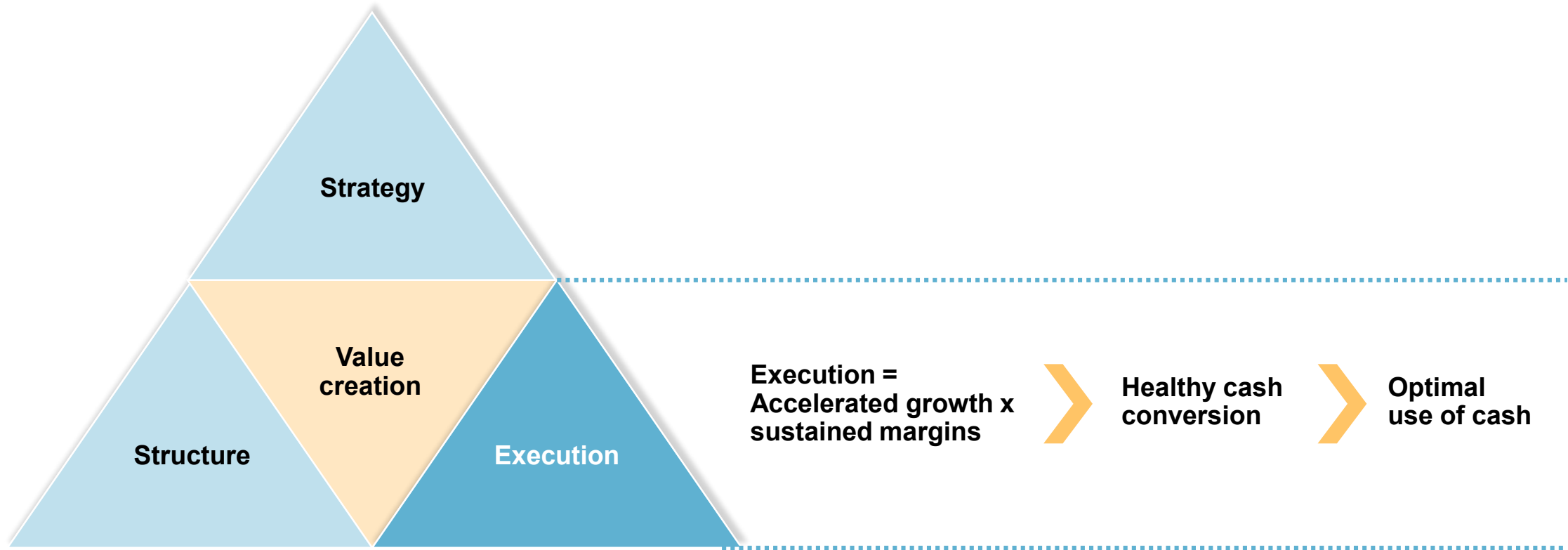
Creating Sustainable Value for Our Shareholders

Analyst Day | November 18, 2020

**Jatin Dalal**  
CFO, Wipro Limited

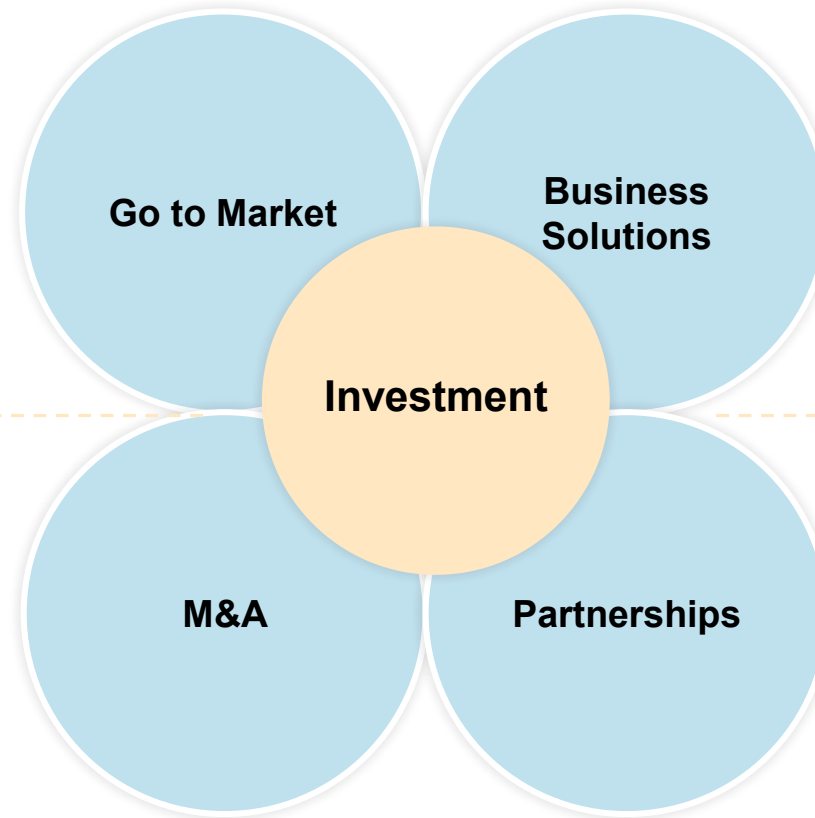


# Simplified model, *value creation*



# Investment priorities for accelerating growth

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



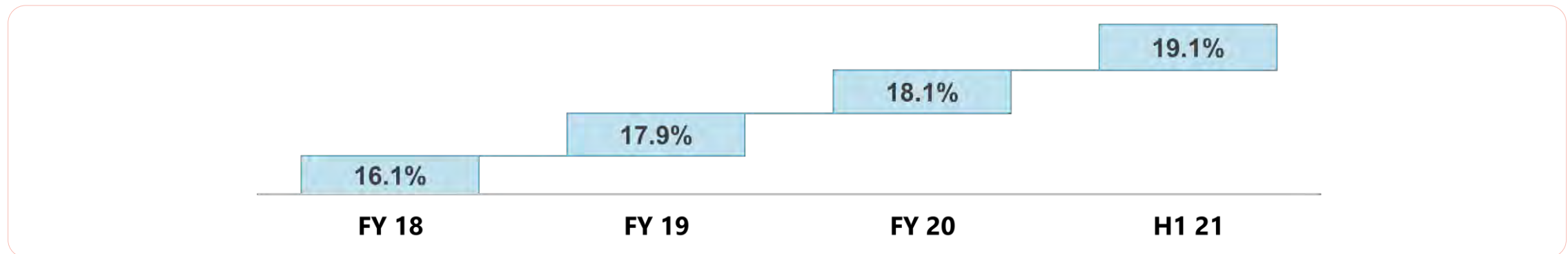
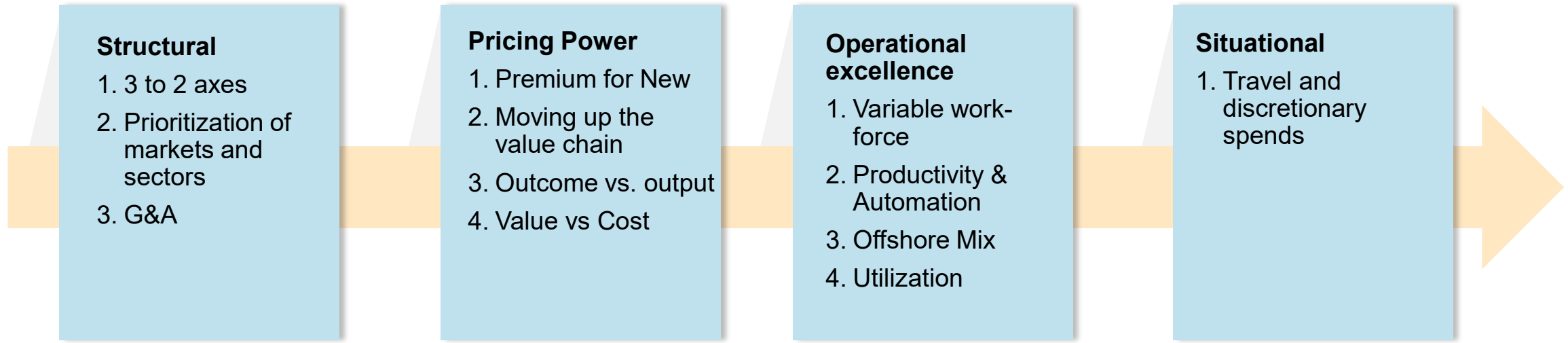
1. Consulting, domain and deep technology
2. Innovation - IP, Platforms and Partnerships
3. Reskilling @ scale

1. Strategic M&A
2. Specialized Integration team

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

**I n v e s t i n g   d e e p e r   n o t   t h i n n e r**

# Operating margin, *enough levers at play*



# 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<sup>1</sup>

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

