



2 February 2024

The Manager, Listing  
BSE Limited  
Phiroze Jeejeebhoy Towers,  
Dalal Street,  
Mumbai - 400 001

The Manager, Listing  
National Stock Exchange of India Ltd  
Exchange Plaza, Plot No. c/1,  
G-Block, Bandra-Kurla Complex,  
Mumbai – 400 051

Dear Sirs,

**Sub: Presentation for Investor(s)/Analyst(s) call**

Please find enclosed a copy of the presentation proposed to be made at the Investor/Analyst call to be held today at 10.00 AM (IST) in connection with the results of the Company for the quarter ended 31 December 2023.

The presentation is also being hosted on the website of the Company at [www.mphasis.com](http://www.mphasis.com) under the Investors section.

We request you to kindly take the above on record as required under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

Yours faithfully,

**For Mphasis Limited**



**Subramanian Narayan**  
Senior Vice President and Company Secretary

Encl: As above

DS  
SN

DS  
PRK

# Q3 FY24 :

## Investing, While Executing

Nitin Rakesh

**CEO & Managing Director**

Manish Dugar

**CFO**





Certain statements mentioned in this presentation concerning our future growth prospects are forward looking statements (the “Forward Statements”) and are based on reasonable expectations of the management, which involves a number of risks, and uncertainties that could cause actual results to differ materially from those in such Forward Statements. The risks and uncertainties relating to these Forward Statements include, but are not limited to, risks and uncertainties regarding fluctuations in our earnings, fluctuations in foreign exchange rates, revenue and profits, our ability to generate and manage growth, intense competition in IT services, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price and fixed-time frame contracts, restrictions on immigration, industry segment concentration, our ability to manage our international operations, our revenues being highly dependent on clients in the United States of America, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, withdrawal of fiscal governmental incentives, political instability, adverse impact of global pandemics (including COVID-19 impact), war, legal restrictions on raising capital or acquiring companies, unauthorized use of our intellectual property(ies) and general economic conditions affecting our businesses and industry. We may, from time to time, make additional written and oral Forward Statements . We do not undertake to update any Forward Statements that may be made from time to time by us or on our behalf, unless required under the law.



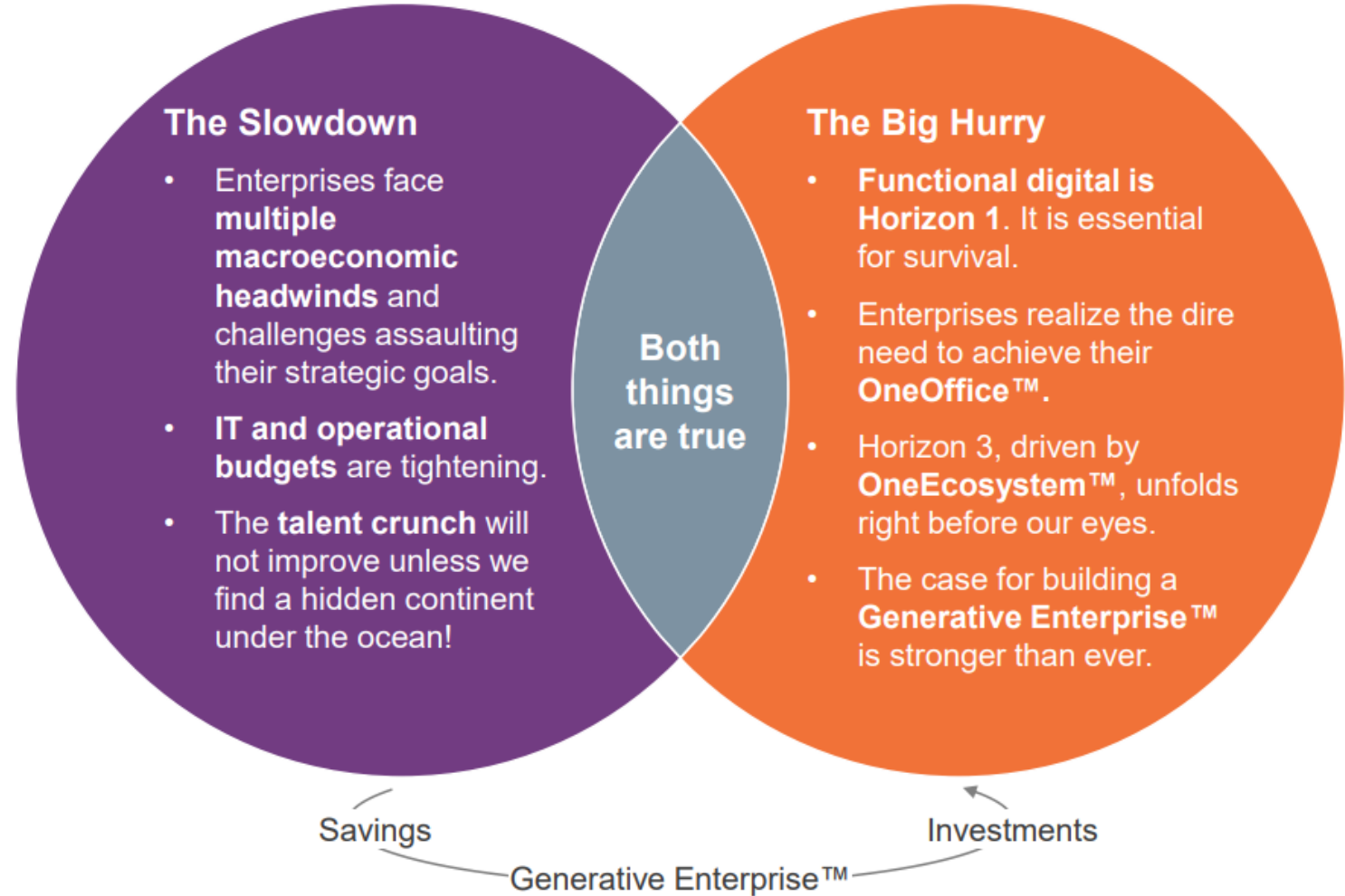
# Balancing the Macroeconomic Slowdown with the Big Hurry to Innovate



Cost savings are important but no longer sufficient to keep most leaders in their jobs.

Minimizing costs to a desired level is one ceiling of achievement, but ambitious enterprise C-suites must keep striving for new sources of value to stay competitive.

Investment in Generative Enterprise™ opportunities offers the chance to bridge the gap.



Source : HFS report- [The rise of the Generative Enterprise TM—are you ready? – Dec 2023](#)



# Investing to Evolve and Stay Ahead Through AI Led Archetype Approach



## Tribe 3.0

Promoted Composability Thinking

### Mphasis Tribes

Modernization	XaaS (Platforms & Protocols)	Alliances
Next Gen Data	IT Value Stream Optimization	
NextOps	Cyber Security	
Agile IT Ops	Experience	
Domain Core		

## AI Supercharge Archetypes



## Disruptive Plays



## Operate Better



## Mphasis.ai

Promote Generative Thinking

- AI Powered Experiences
- AI Powered Tribes
- AI Powered Execution
- AI Powered Assets
- AI Alliance Eco-system



Squads



Master Pitches  
L0, L1 & L2 Levels



Deal Archetypes



Differentiation



Scale



Design



Speed



Domain

### Network Ecosystem

#### Platforms



#### Niche AI & Data Providers





# Infusing Leadership for Growth



## Geography

## Capability


## Vertical

**Ashish Devalekar**  
 Head of Europe



- **Ashish** is spearheading Mphasis' Europe business. He brings two decades of experience in driving consistent growth in Europe across industry verticals

**Alexey Vitashkevich**  
 SVP, Mphasis.ai



- **Alexey** is focusing on Go-to-Market strategy for Mphasis.ai. He has extensive experience in managing complex product development and services while at WorkFusion and in his previous roles

**Ravi Davuluri**  
 Head of Insurance GTM



- **Ravi** charter includes growing our Insurance portfolio by expanding our footprint across existing and new relationships in North America

**Claudio Riolo**  
 MS Business Services - Europe



- **Claudio** leads the Microsoft Business Services delivery team. He is a highly experienced leader with over 20 years of expertise in spearheading global transformation programs across diverse industries

**Gireesh Sonnad**  
 CEO & Founder Silverline



- **Gireesh** heads recently acquired Silverline – a US based digital transformation consultancy and Salesforce partner. He along with his great leadership team will advance our archetypes through salesforce capability

**Surej Vasudevan Potty**  
 Head of Insurance Delivery



- **Surej** brings over two decades of experience in delivering IT solutions and services across North America, UK, and Asia Pacific (APAC) for Insurance customers



# Mphasis Wins 'ISG Star of Excellence Award' : AI in Emerging Tech Category



*ISG defines the top 60 providers as those positioned more often in the ISG Provider Lens™ studies across different service lines and multiple geographies*

AI-Technology Services  
Mphasis CX score  
**87.3**  
Top 60 Providers' CX score  
**77.6**

## Mphasis.AI enabled CX boost for Healthcare Client



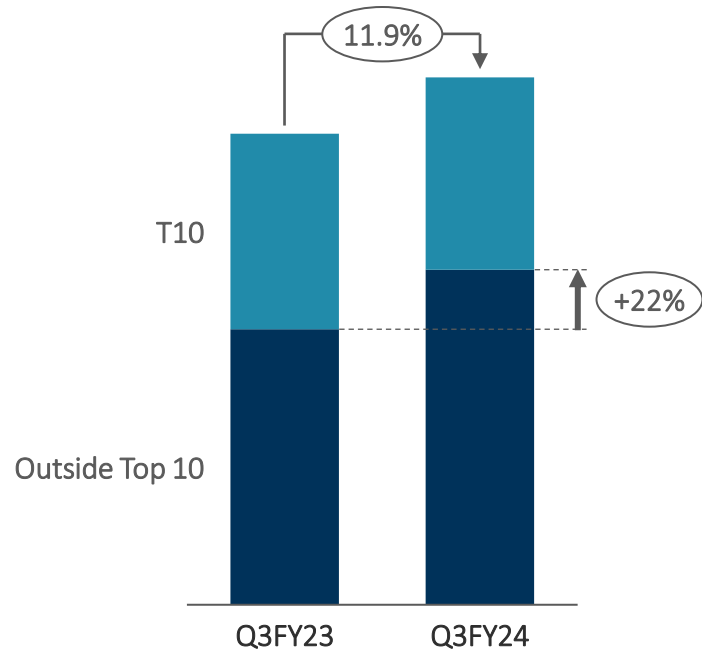
- Leveraged **InfraGenie™** built on ServiceNow for automation led service Management, thus reduced 50% of manual remediation
- Introduced analytics-led proactive management, enhancing end-user experience and reducing level 2/3 incident tickets by ~ 30%
- Provided ~20% incident ticket reduction and ~30% reduction in TCO



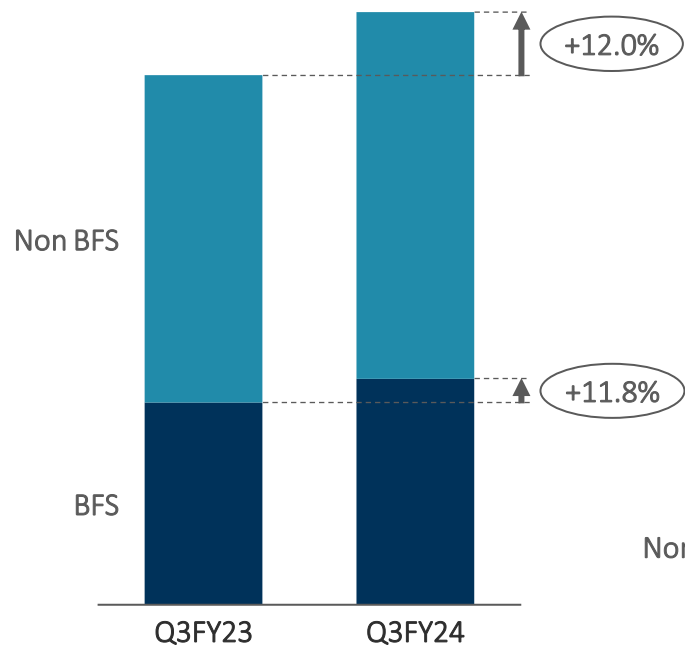
# Growth in Pipeline from Archetypes with Diversification in Chosen Areas



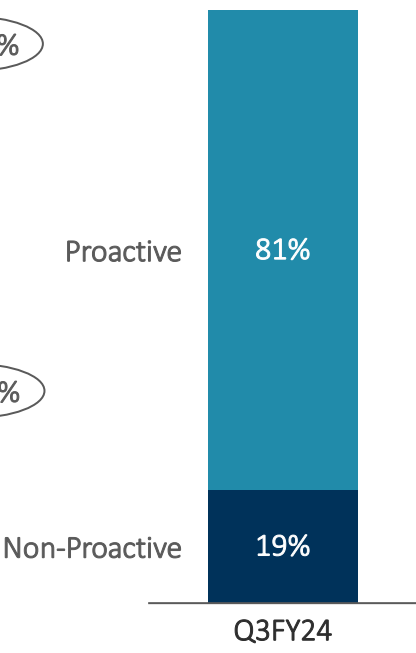
Growth outside Top 10 clients



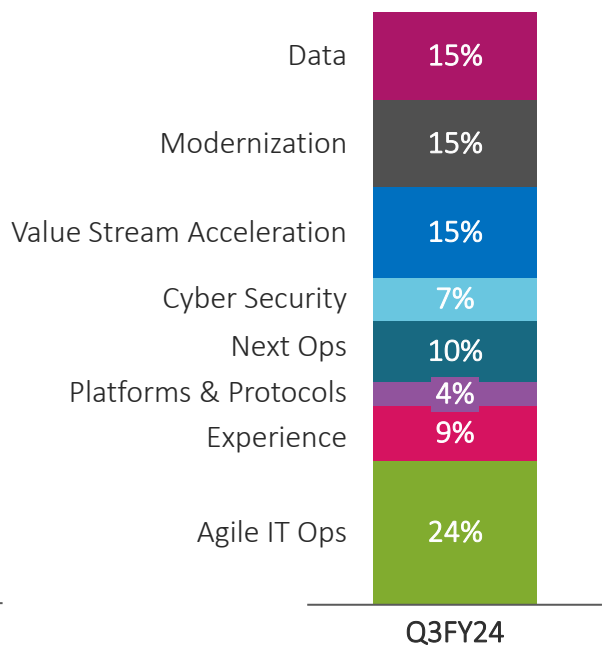
Pipeline growth in all verticals incl BFS



Proactive pipeline remains strong



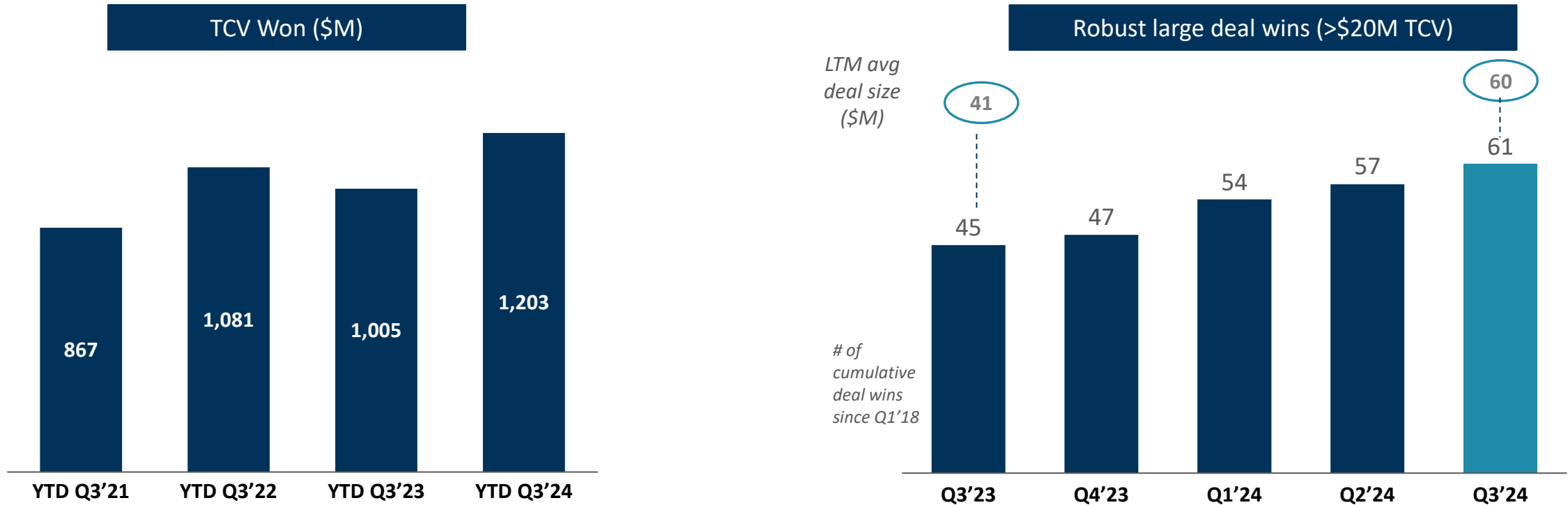
Archetypes driven Pipeline





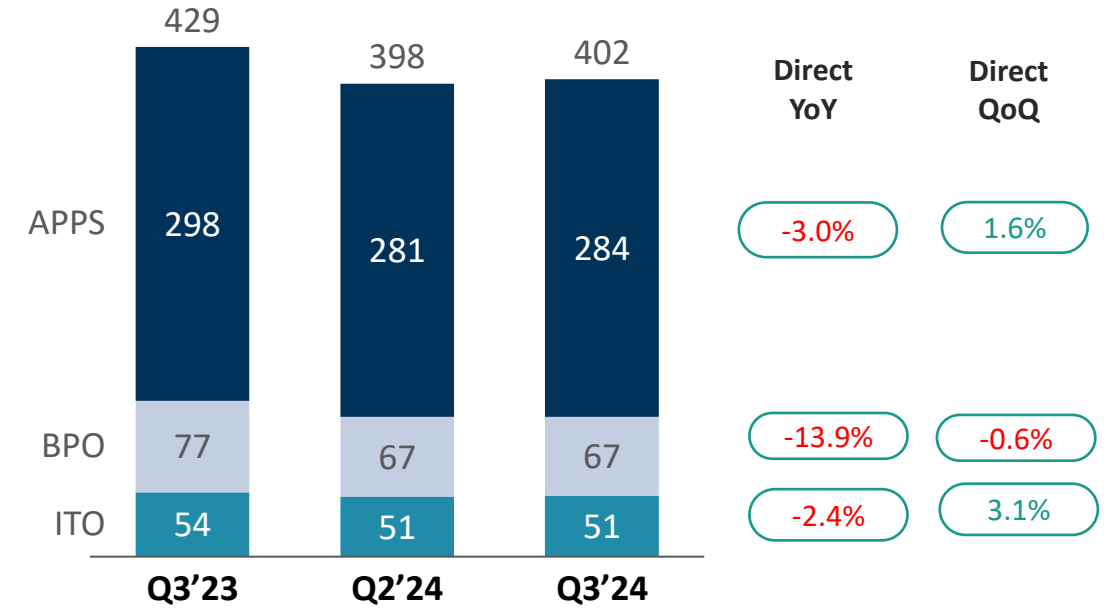
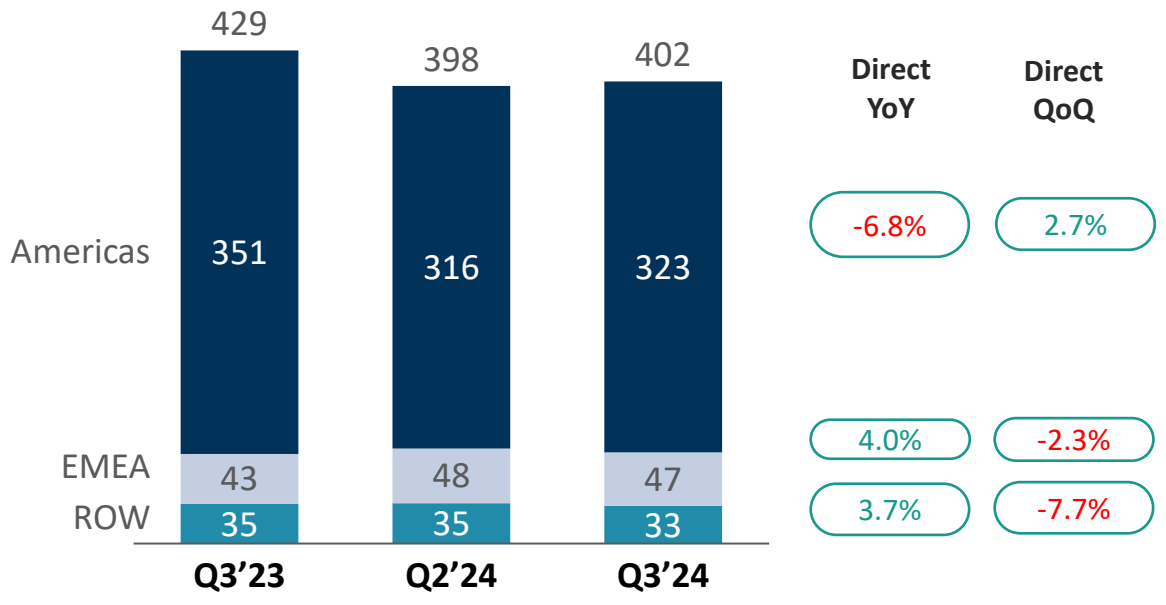


# Sustained Deal Wins in a Challenging Macro Environment



- TCV wins at \$ 1,203M in YTD Q3 FY24 up ~20% YoY, 14 large deal wins in YTD Q3 FY24
  - Four large deals in Q3 FY24
- Broad based TCV wins across verticals and client pyramid
- Continued higher share of proactive deal wins
- Conversion to revenue pace has picked up, though impacted by seasonality

# Q3 FY24 Performance by Segment

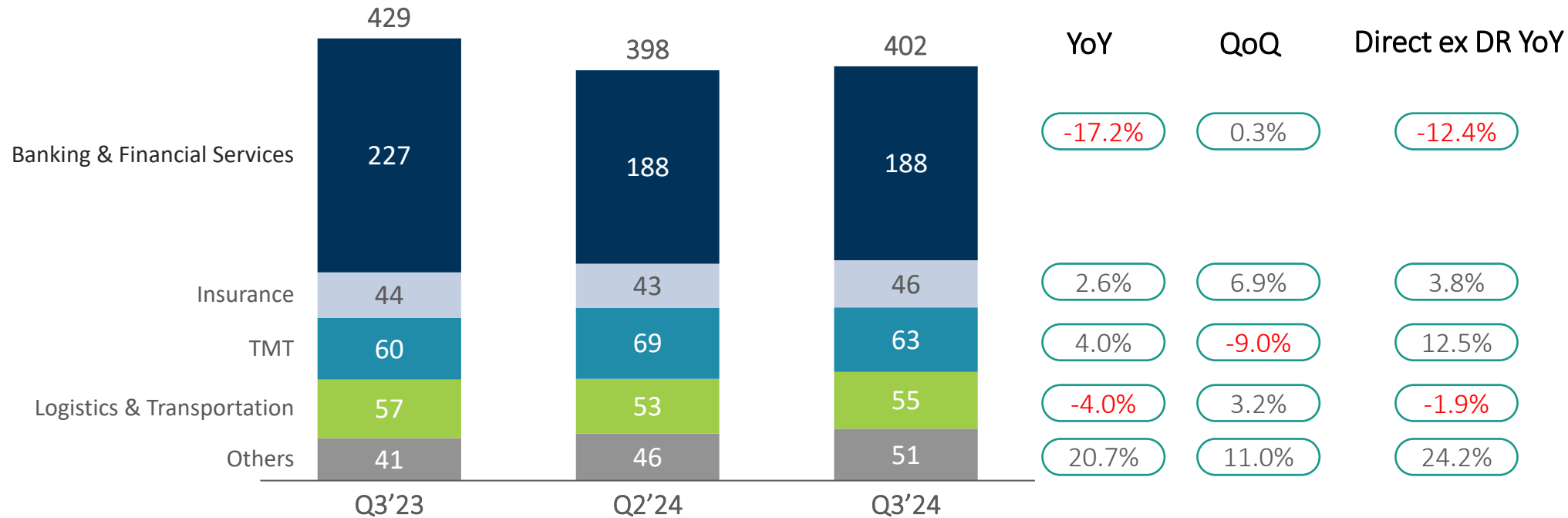


## Direct performance in Q3 FY24

- Bottoming out theme continues to play out outside of seasonality impact
- Pressure on discretionary spends and seasonality impacting the APPS segment QoQ
- Stability in mortgage business aided by new deal wins



# Q3 FY24 Performance by Vertical



- Pockets of weakness continue in a few segments of Banking; revenue conversion picked up
- Continued focus on new engines of growth despite seasonality effects – TMT and Others (Healthcare)
- Continued revenue ramp-up in new customers across segments

# Revenue in USD M at average USD/INR rate for the respective periods  
Revenue growth in constant currency

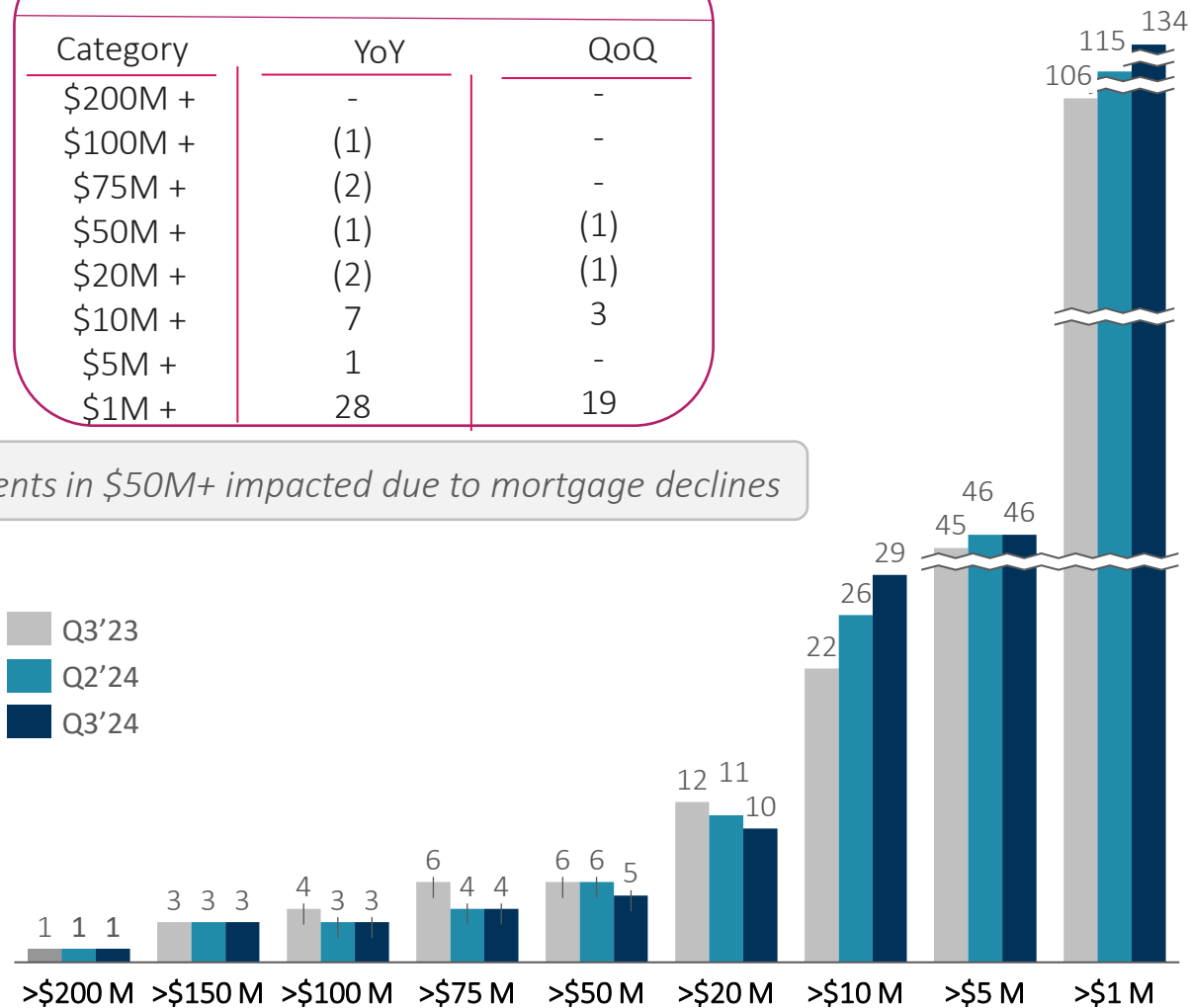
# Performance by Client Pyramid: Direct



## Client Additions

Category	YoY	QoQ
\$200M +	-	-
\$100M +	(1)	-
\$75M +	(2)	-
\$50M +	(1)	(1)
\$20M +	(2)	(1)
\$10M +	7	3
\$5M +	1	-
\$1M +	28	19

Clients in \$50M+ impacted due to mortgage declines



### Overall

Q3 FY 24 Direct revenues for the quarter grew 1.3%, and declined 5.0% YoY

### Top Accounts\*

Top 10 accounts declined 7.5% YoY driven primarily due to seasonality

Top 11-20 accounts grew 10.9% YoY

Top 21-30 accounts grew 26.8% YoY

### NCA

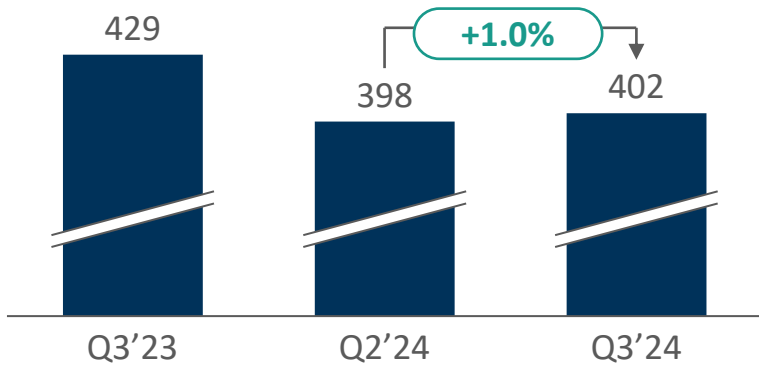
NCA continues to lead growth; YoY growth of 25%

Q3' FY24 data includes Silverline  
 Top client metrics based on LTM revenues  
 \*Top accounts ex Mortgage  
 Revenue growth in Constant currency

# Performance in Financial Metrics

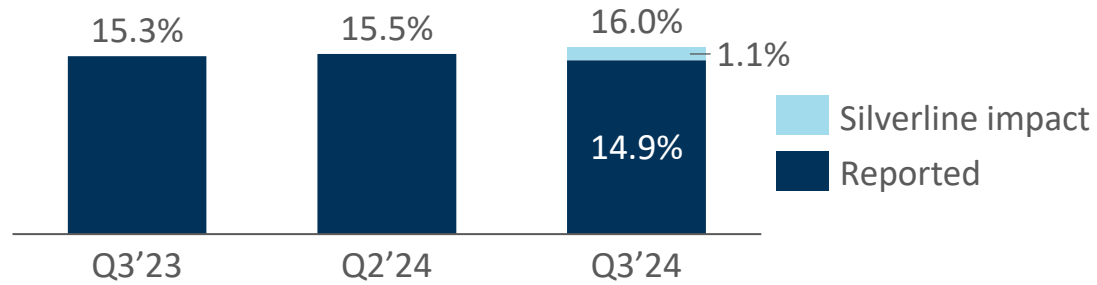


## Revenue trend

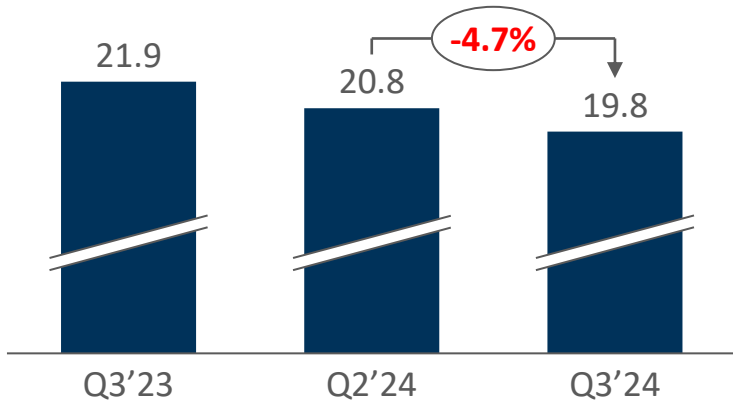


Gross Revenue in \$M at average USD/INR rate for respective periods  
# Revenue growth in constant currency

## Operating Margin Trend

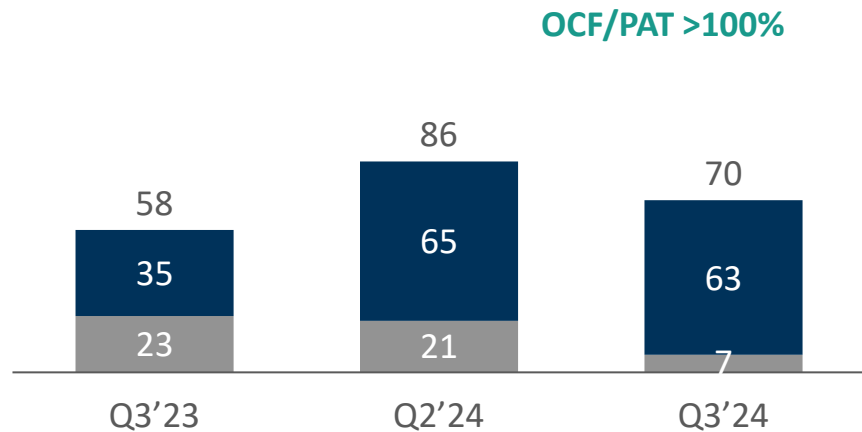


## EPS Trend



EPS in INR for respective periods

## Cash Flow Generation



Net Operating Cash flow as per MDA disclosures, adjusted for one timers;  
Converted at average USD/INR for respective periods



## Q3 FY24 in Summary: Investing, while Executing



- Focus on building for growth
  - Investing in leadership expansion
  - Growing capability – Build, Buy & Partner
  - Expanding addressable market
- Resilient pipeline across TCV archetypes
- Revenue stability, including in mortgage, ex-seasonality
- Delivered expanded margin despite seasonality (ex-M&A impact)
- Silverline Integration - Synergy realization on track



# Outlook Q4 FY24 : Visible Revenue Growth with Margin Stability



- Continue to execute in areas of growth and investment across capabilities and verticals
- Focus on converting TCV to revenue
  - Deliver growth beyond seasonality
  - Growth led by BFS and TMT
  - Continued stability in Mortgage
  - Drive revenue diversification outside of top 10 accounts
- Sustained EBIT margin band of 15.25% - 16.25% (ex- M&A impact)

Link to financial data for the past three years: <https://www.mphasis.com/home/corporate/investors.html>





# Analyst Recognitions: Q3 2024



Everest Group  
**PEAK MATRIX** **LEADER** 2023  
 DATA AND ANALYTICS SERVICES FOR MID-MARKET ENTERPRISES

**ISG Star of Excellence**  
 Artificial Intelligence (AI) | 2023 Winner



Everest Group  
**PEAK MATRIX** **MAJOR CONTENDER**  
 Talent Readiness for Next-generation IT Services PEAK Matrix<sup>®</sup> Assessment 2023

Everest Group  
**PEAK MATRIX** **MAJOR CONTENDER**  
 Healthcare Payer Digital Services PEAK Matrix<sup>®</sup> Assessment 2023

**HFS HIGHLIGHT**  
 Mphasis acquires and aggregates to meet CTOs' AI needs

**FORRESTER**  
 LANDSCAPE  
 The Continuous Automation and Testing Services Landscape, 2023

**FORRESTER**  
 LANDSCAPE  
 The Microsoft Business Applications Services Landscape, Q4 2023

**FORRESTER**  
 LANDSCAPE  
 The Application Modernization And Migration Services, 2023

**GARTNER**  
 MARKET GUIDE  
 Market Guide for Life Policy Admin Systems, EMEA, 2023

**GARTNER**  
 MARKET GUIDE  
 Market Guide for Life Policy Admin Systems, Americas, 2023

**GARTNER**  
 MARKET GUIDE  
 Market Guide Hyperautomation

**GARTNER**  
 Magic Quadrant for Custom Software Development Services 2023