



15 June 2019

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: Investor(s)/Analyst(s) Meet**

Pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that the Company will be meeting Investor(s)/Analyst(s) on one on one basis on 18 and 19 June 2019 in Mumbai.

The presentation proposed to be used at the above meeting is enclosed. The aforesaid presentation is being uploaded on the website of the Company at [www.mphasis.com](http://www.mphasis.com).

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**

DocuSigned by:

*Subramanian Narayan*

864FB8DBFAE44A7...



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

Encl.- As Above

DS  
*kk*



# Mphasis Q4 and FY 2019 Earnings Presentation

May 28, 2019

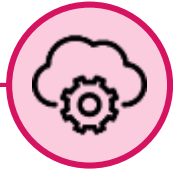
## Safe Harbor

*Certain statements mentioned in this presentation concerning our future growth prospects are forward-looking statements regarding our future business expectations 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-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding fluctuations in our earnings, 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, our ability to manage our international operations, reduced demand for technology in our key focus areas, withdrawal of fiscal governmental incentives, political instability, war, legal restrictions on raising capital or acquiring companies, and general economic conditions affecting our business and industry. We may, from time to time, make additional written and oral forward-looking statements. We do not undertake to update any forward-looking statements that may be made from time to time by us or on our behalf, unless required under the law.*



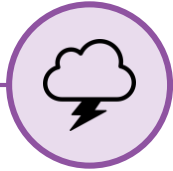
# Consumer Behavior and need for Agility Driving Change

## 1. Cloud App Dev



Cloud is fundamentally changing the process for building and delivering business capabilities

## 2. Cloud Platforms



Public Cloud Platform providers along with emergence of the Gig-Economy is accelerating the disruption of service lines

## 3. Data Centers



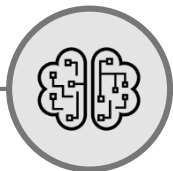
On-prem Data Centers are shrinking / the way services are provided to end-users are transforming

## 4. Next Gen Data



Enterprises are using Next Gen Data to differentiate in the marketplace

## 5. Ops Automation

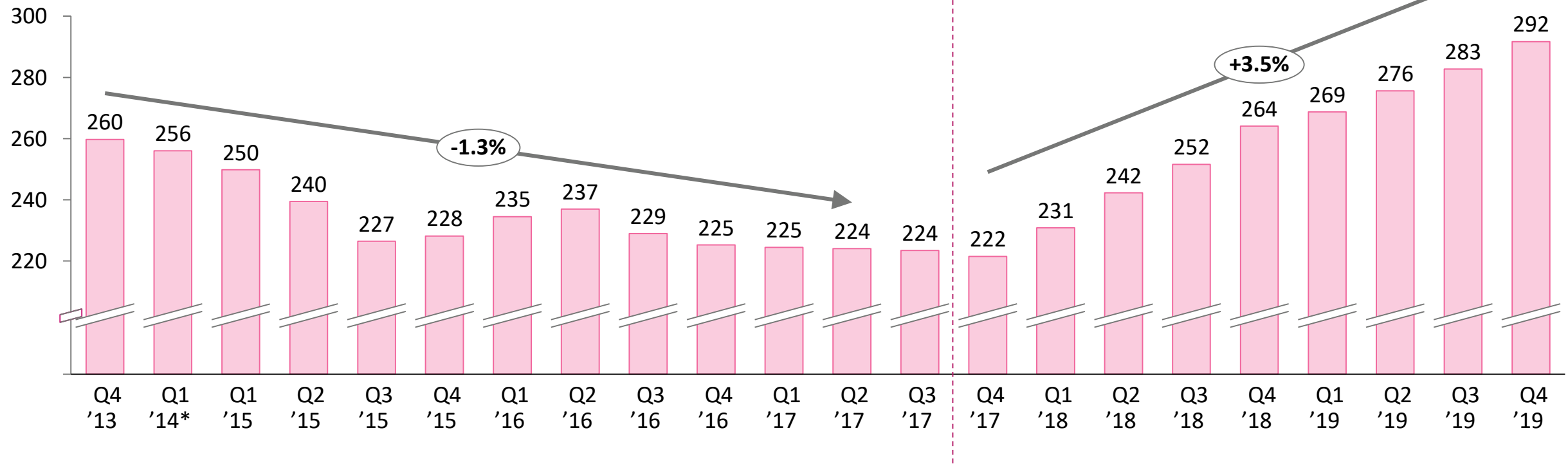


Intelligent automation and Cloud based platforms are transforming the way Business Operations are designed and run



# Our Numbers tell the Story: Consistency and Transformation

Company Revenue in USD M (gross)



**Our Investments in New Gen capabilities and Talent coupled with strong “Client Centric” organization delivering strong results.....**

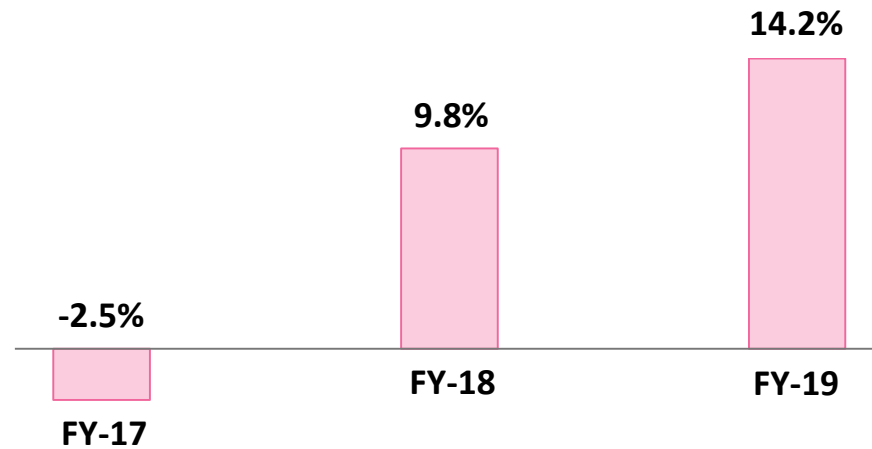
# Growth % in CC Terms & Revenue reported is in USD @ Avg USD INR Ex. Rates

\* Transition Year 5 months adj.

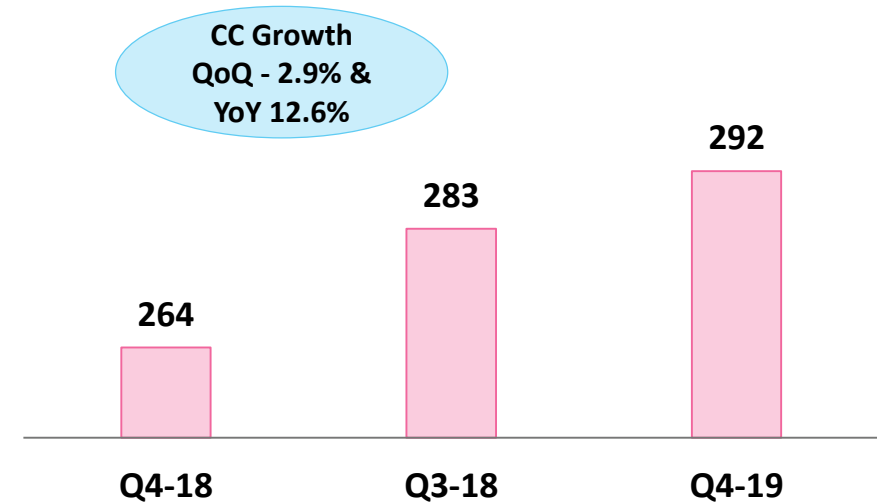


# Revenue Growth in FY 2019: Consistency

## Gross Revenue Growth (CC)



## Gross Revenue – Q4'19 USD M



### Strong FY19 Revenue:

- Gross Revenue Growth of 23.2% & Net Revenue Growth of 18.1% (INR)
- Gross Revenue CC Growth of 14.2%

Consecutive year of double digit growth in Direct Core and DXC/ HP driving overall growth

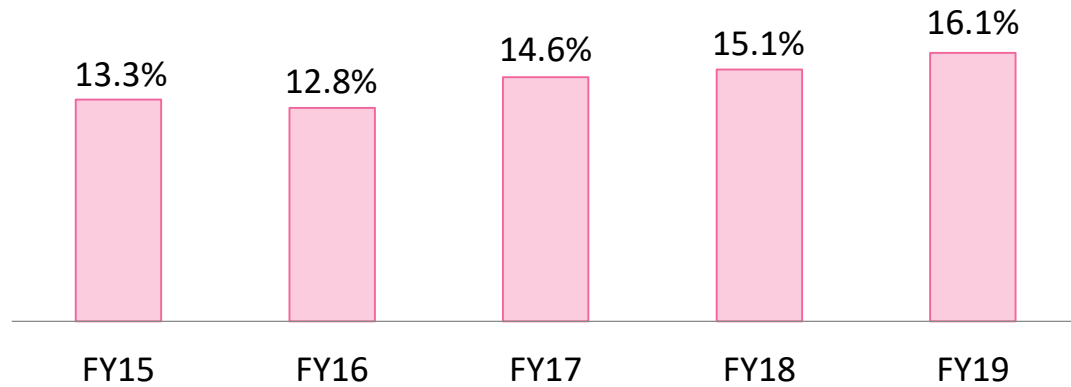
Continuing Deal Wins momentum. USD 616 M of Direct International TCV in FY19 with 79% in New Gen

# Growth % in CC Terms & Revenue reported is in USD @ Avg USD INR Ex. Rates

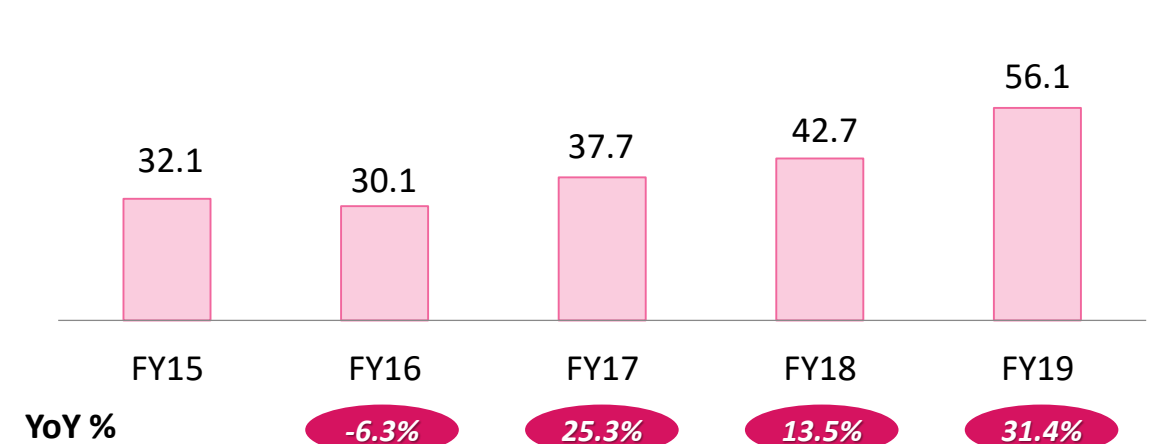


# Consistency: Strong Earnings Growth and Optimal Cash Strategy to Maximize Shareholder Value

## Improving Operating Margin

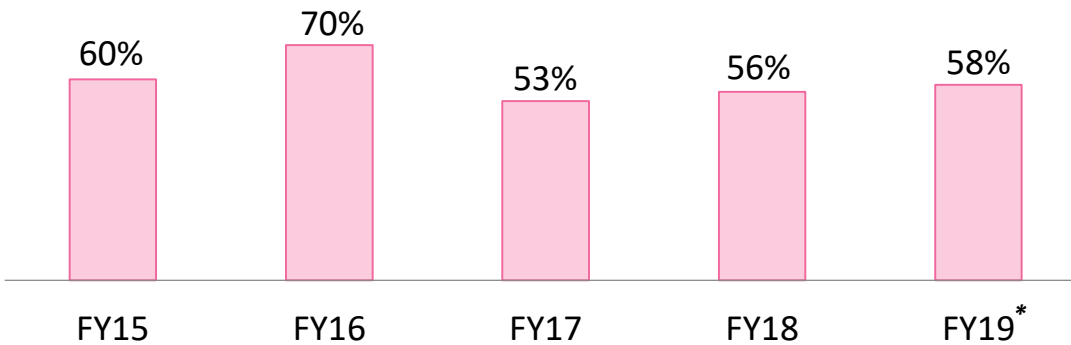


## Strong EPS Growth – 31.4% in FY19



## Track Record of Healthy Dividends...

Dividend Payout (incl. tax. % of EPS before exceptional items)

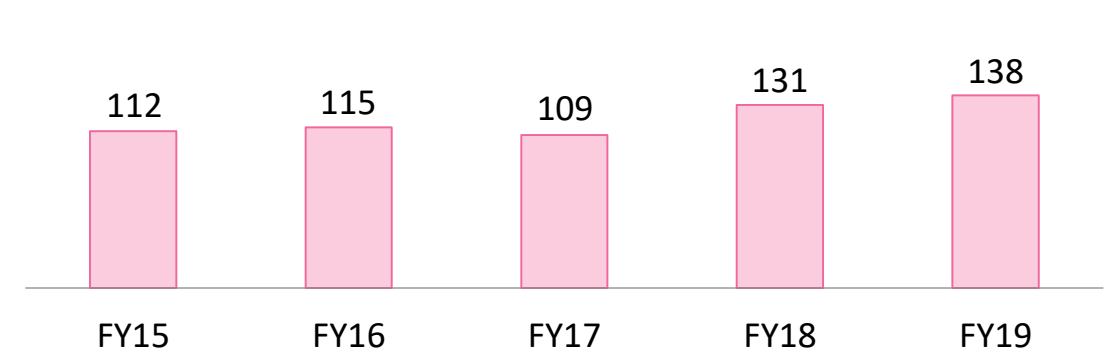


Returned INR 20,979 M through buy-back in FY18 & FY19

\* Subject to shareholder approval

## Consistent Free Cash Flow Generation

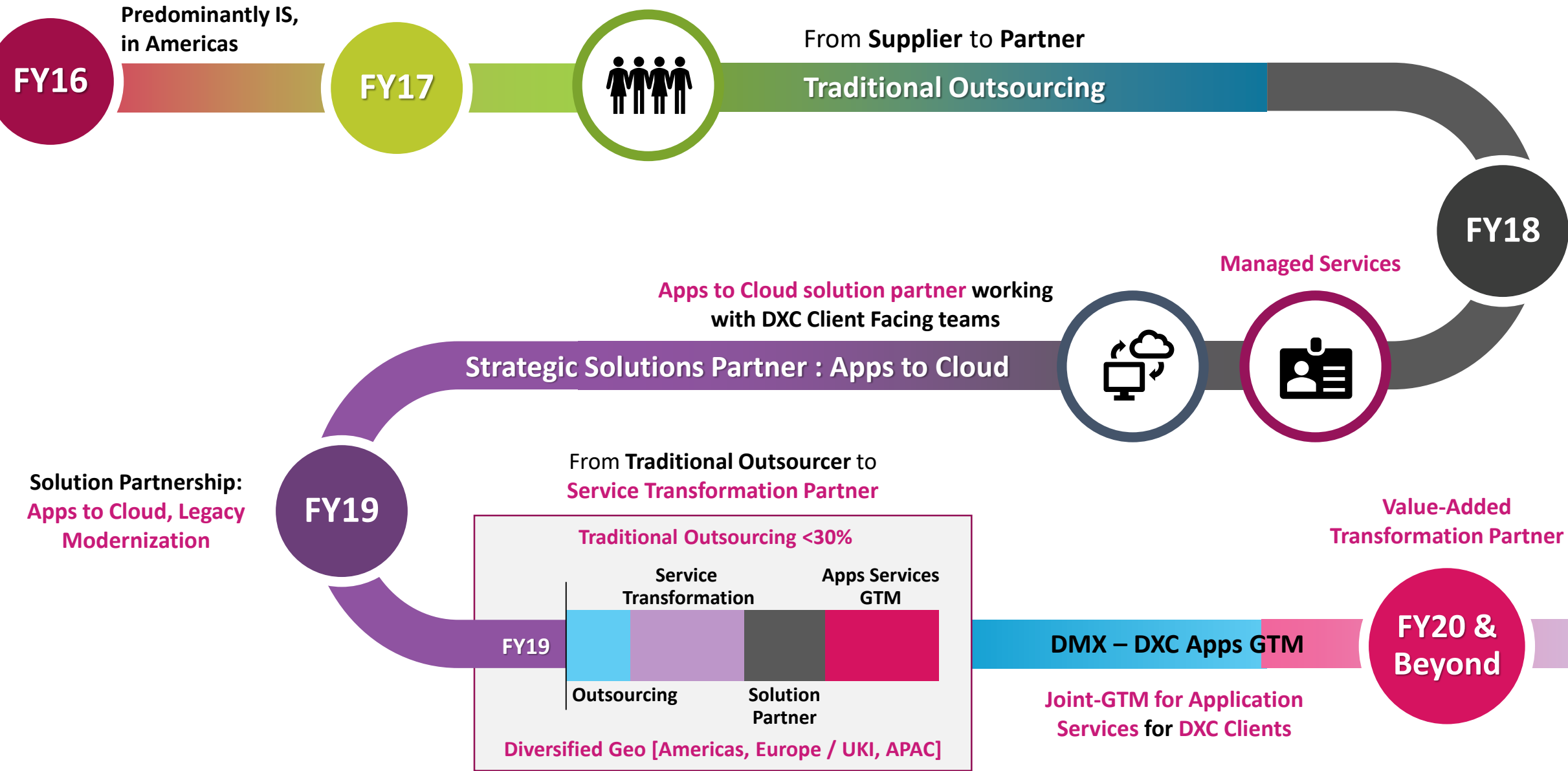
Free cash flow (USD M)



Closing cash balance of USD 287 M



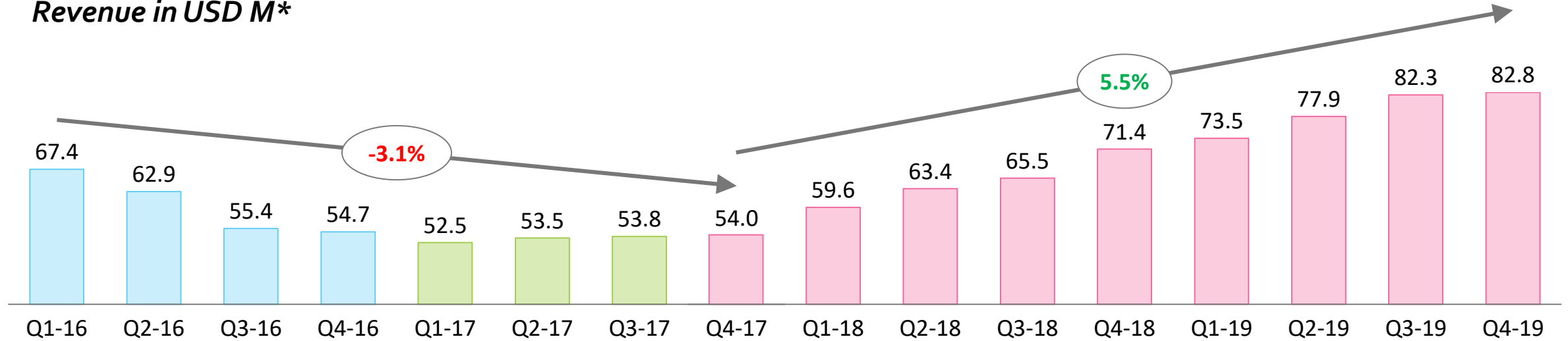
# DXC-Mphasis Relationship Transformation



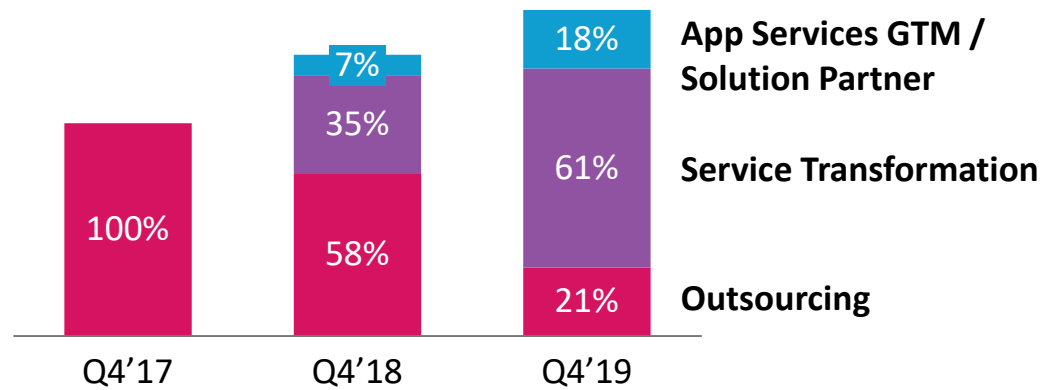


# DXC Business Transformation

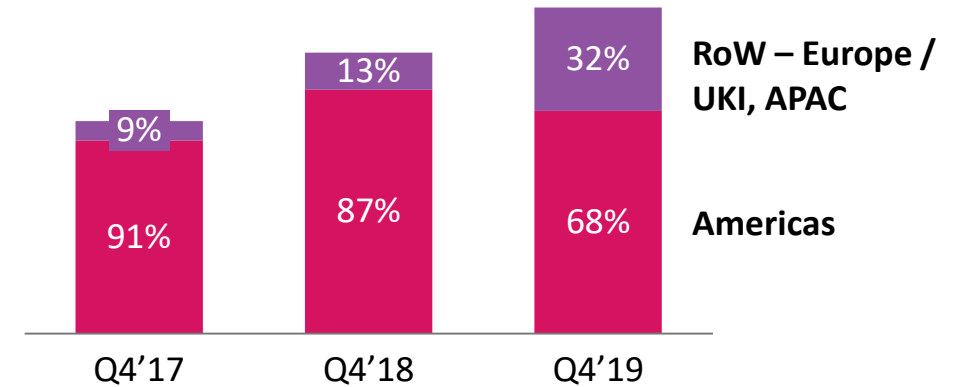
Revenue in USD M\*



Business Shift



Geographical Penetration

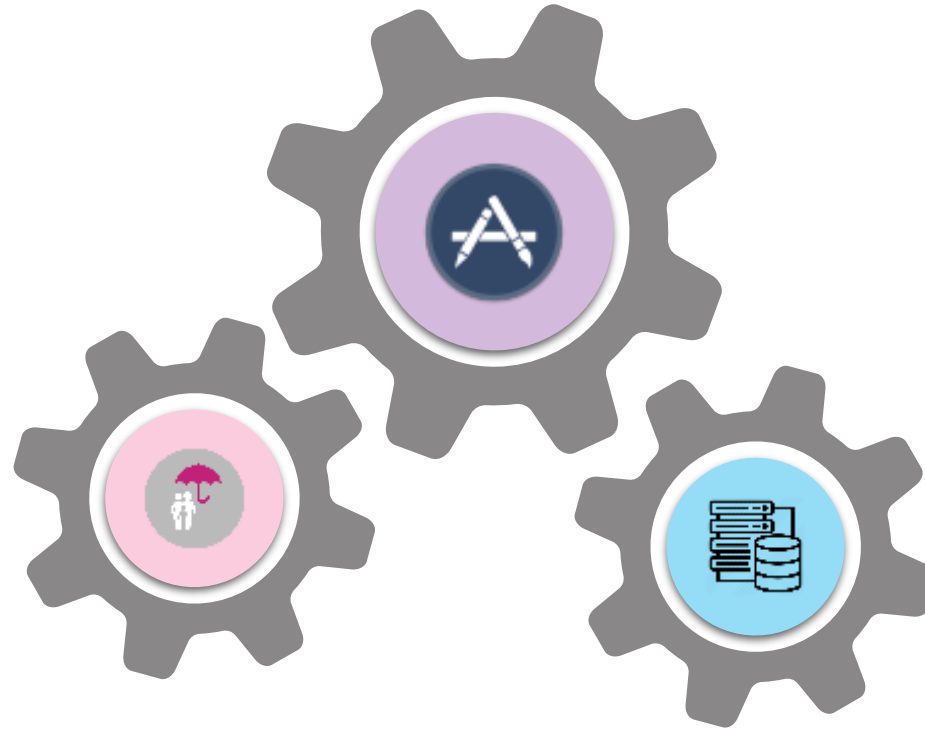


\* Revenue reported is Gross & in USD @ Avg USD INR Ex. Rates



# FY 2020 & Beyond: We Continue our Journey of Consistency and Transformation

 *Application Services*



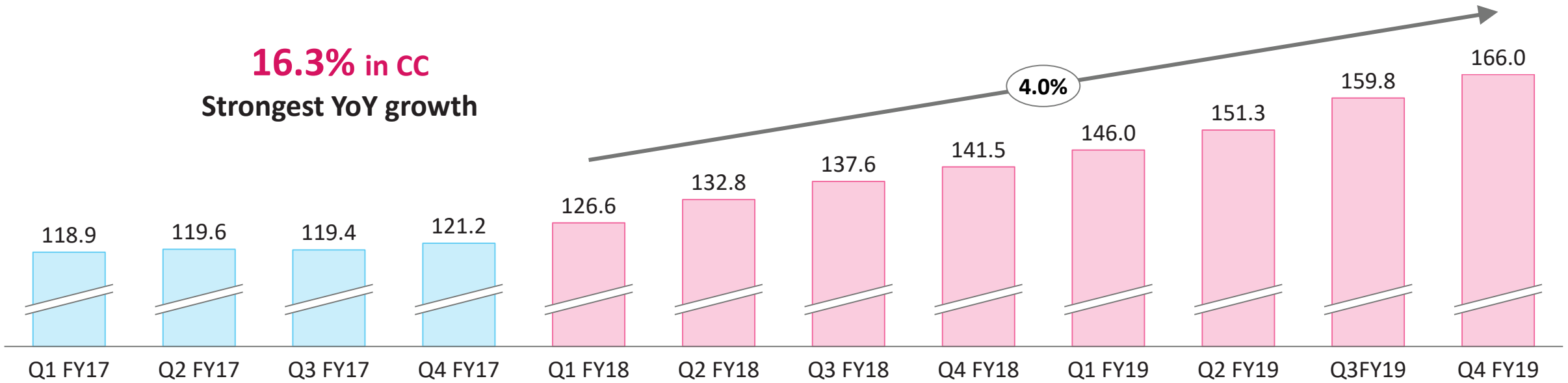
 *Vertical Expansion*

 *Service Transformation*



# Accelerated Growth in Our Primary Engine: Direct Core Business

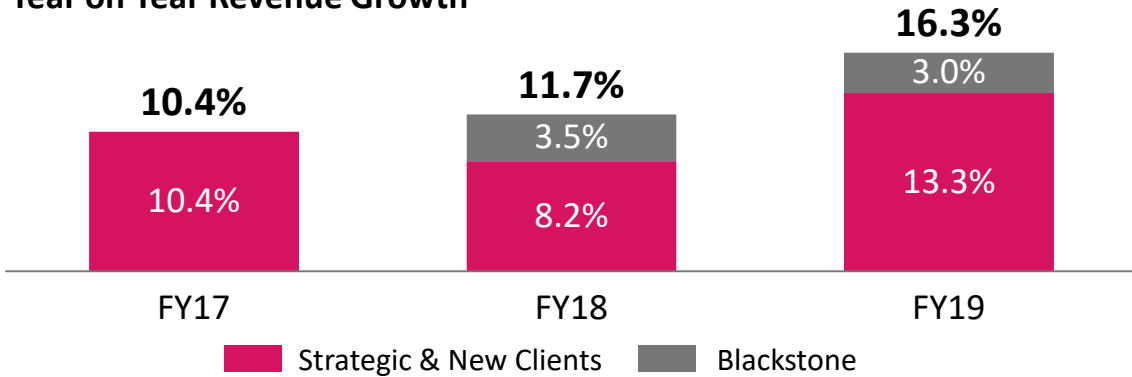
**16.3% in CC**  
Strongest YoY growth



CQGR % is in CC. Revenue reported is in USD @ Avg USD INR Ex. Rates

## Consistency: Growth across the board

### Year on Year Revenue Growth



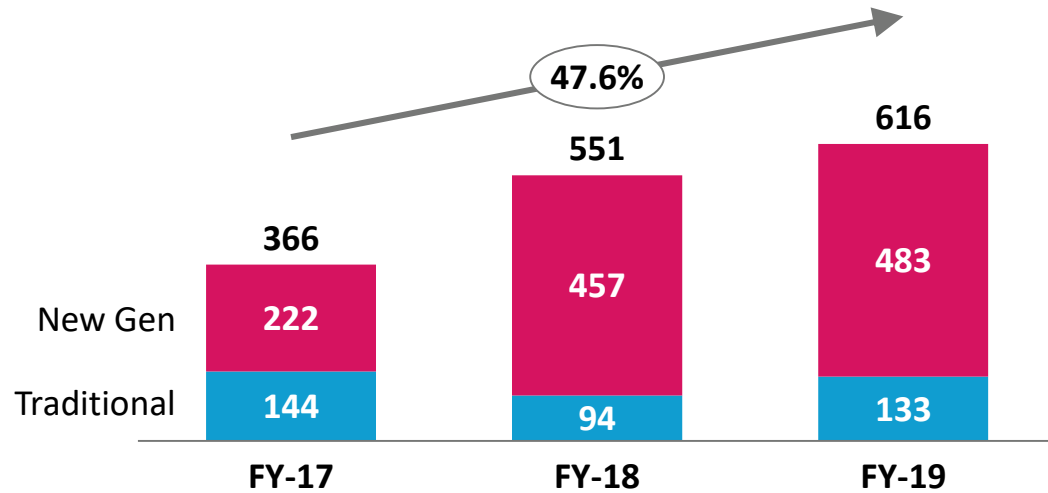
- Broad based growth across segments
- 3 of the Top 5 strategic accounts grew at >20% Y-o-Y
- >80% of deals won came from new gen areas
- New Clients growing >80% in H2-19



# Consistency: Direct growth fueled by New Gen Services

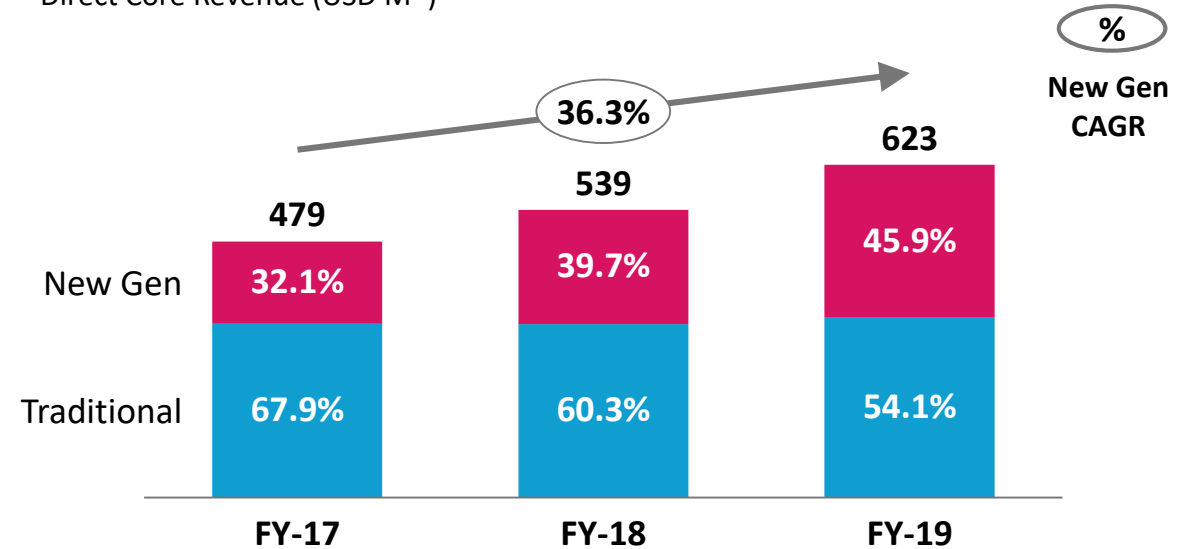
## New Gen Areas Dominate New Wins

Direct TCV Wins (USD M)



## Significant Revenue Growth in New Gen Services

Direct Core Revenue (USD M\*)



## Next Gen Partnerships help grow New Gen Services

TCV with Partner Collaboration

30%

Partner led Deal Wins

70+

Start Up PartnerS

25+

- Stelligent acquisition jump-started **AWS** partnership
- Gold Partner of **Microsoft Azure** for Cloud App Dev
- Development and GTM Partner of **Google Cloud Platform**
- Top Partner for **Pivotal**

\* Revenue reported is in USD @ Avg USD INR Ex. Rates

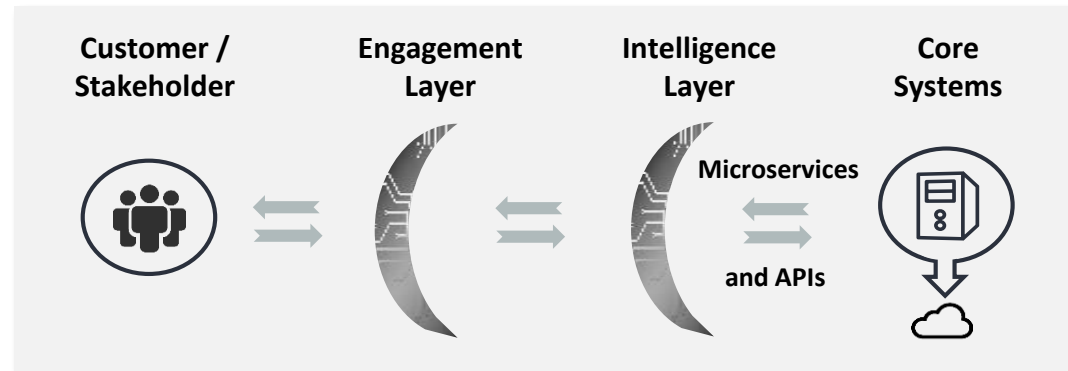


# Preparing for the Future...

## Mphasis 'F2B' Transformation™

### Drivers

- Amazonization
- Fast changing Markets
- Need for Personalization



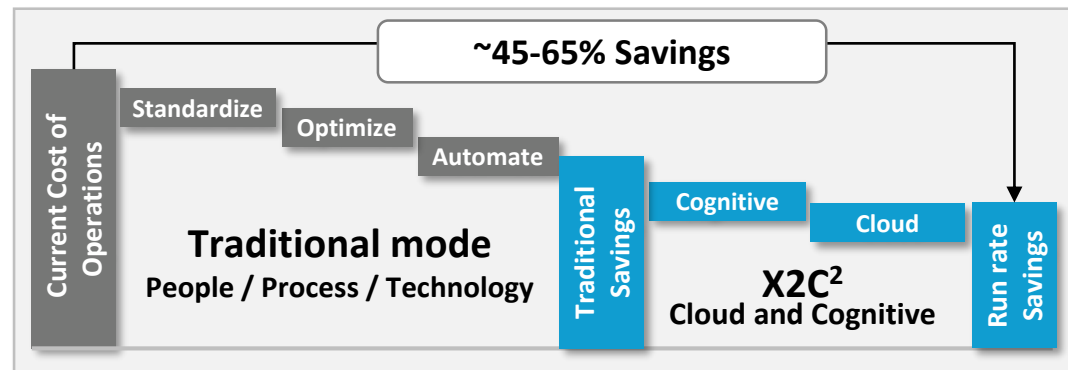
### Outcomes

- Right Sized Transformations
- Shrinking the Core
- Reference Architecture
- Innovation

## Mphasis Service Transformation

### Drivers

- Generate savings to fund 'change the business'
- Service level improvements






### Outcomes

- Risk, cost and error reduction
- Speed and agility improvements
- Throughput improvements



# ...which is Vastly Different

	Past	Today / Future
 <b>1. Next Gen Portfolio / IP</b>	<ul style="list-style-type: none"><li>• Application IDEs</li><li>• Dev ops tools</li><li>• QA Automation tools</li></ul>	<ul style="list-style-type: none"><li>• Cloud Sandbox</li><li>• Auto Code generators</li><li>• Microservices</li></ul>
 <b>2. Client Engagement</b>	<ul style="list-style-type: none"><li>• Decisions mostly taken by IT</li><li>• RFP driven Sale Process</li><li>• Staff augmentation</li></ul>	<ul style="list-style-type: none"><li>• Decision taken by business and IT</li><li>• Outcome based structure</li><li>• KPI Driven / new commercial models</li></ul>
 <b>3. Talent Transformation</b>	<ul style="list-style-type: none"><li>• BAs, App architects</li><li>• Developers in different layers</li><li>• QA and deployment teams</li></ul>	<ul style="list-style-type: none"><li>• Designers</li><li>• Full stack developers</li><li>• SRE engineers</li></ul>



# By “Bringing the T back into IT”

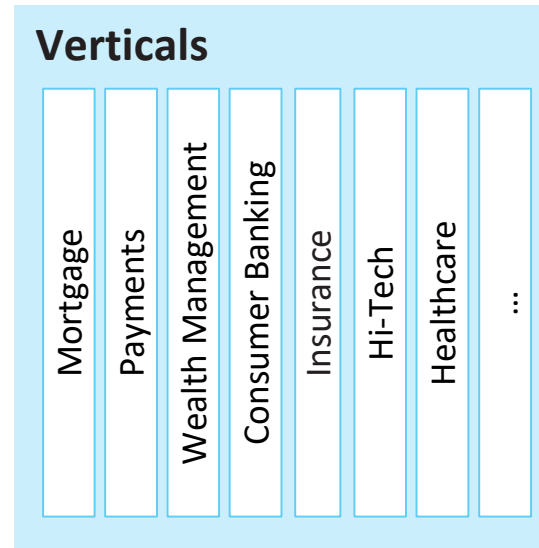
Next Gen Solutions bring together Deep Domain Expertise and Cutting Edge Technology

## Deep **Domain** Expertise

- Long tenured preferred relationship with **marquee customers**

## Deep **Technology** Expertise

- **NextStep Platform** – Mphasis IP Platform
- **NextLabs** – in Cloud AI & Cognitive Innovation Lab
- **Sparkle Program** – Startup Innovation Ecosystem



## Powered by Cloud & Cognitive

### Technology Offerings

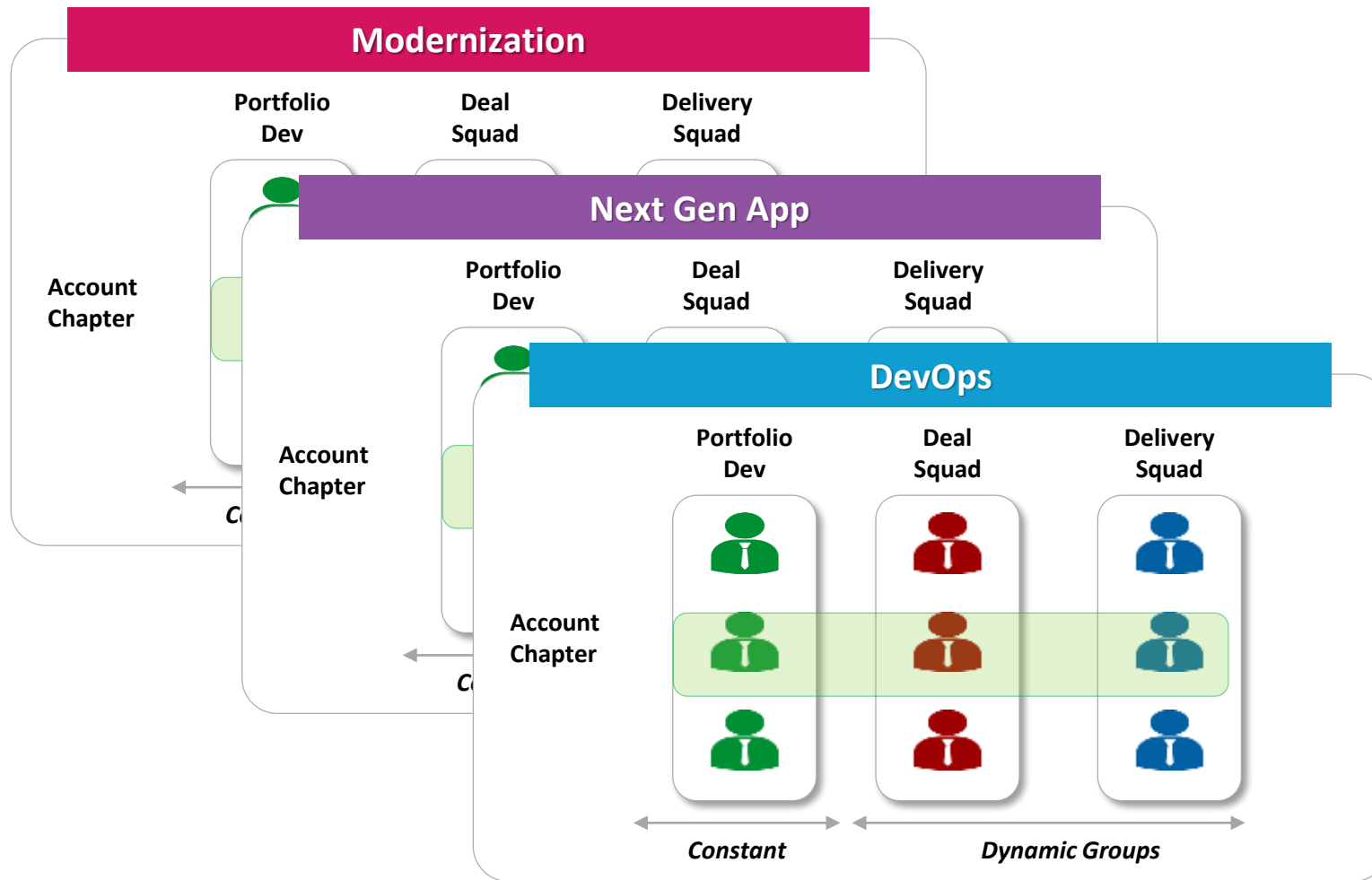
Modernization	Next Gen App Dev
Next Gen Data	DevOps
Enterprise Automation	Cyber Security
AMS	IMS

*Become truly world class in chosen offerings*



# Operationalizing IT with an Agile GTM

Go-To-Market Teams, Organized around Tribe/Squad Model, bring Agility and Innovation to Our Clients



Design Thinking Workshops

Hackathons

POC led engagements

Co-Innovation

Solution Studio

**Tribe:** Cross functional Team, focused on developing, evolving and building next-gen offerings

**Squad:** Each portfolio Tribe (Mod., DevOps...) has cross-functional **Squads** that come together to build and deliver specific offerings using **Agile** methodologies





# and making Digital Transformation real for our clients



**Modernization  
Tribe**

**Accelerated legacy modernization by leveraging cloud & containers for a Fortune 50 company**

**Increase in product  
development speed**

**30%**

**Reduction in  
timeline to cloud movement**

**50%**

**Reduction in  
Services Cost**

**35%**



**Next Gen App Dev  
Tribe**

**Building a cloud based high transaction high performance Global Payments Systems for a Fortune 50 bank**

**Reduction in  
Time to Market**

**30%**

**Reduction in  
manual processing effort**

**40%**

**Reduction in TCO**

**60%**



# By Focused Effort in Building IP in Cognitive, Cloud and Service Transformation



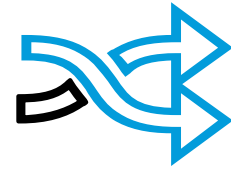
## Cognitive

Cognitive CoE / DeepInsights  
Cognitive Twin / Autocode



## Cloud

Cloud CoE / Cloud Maturity assessment tool:  
Stelligent DevOps & DevSecOps Platform



## Service Transformation

InfraGenie / ADM Virtual Assistant  
BPS Commercial lending Ops / Amplify



Winner – Best Application of Artificial Intelligence (AI) for Financial Services



Stratus Awards for Cloud Computing' in the Artificial Intelligence category



Mphasis' first granted patent: 'System and Method for Computing Critical Data of an Entity Using Cognitive Analysis of Emergent Data'.



# and Transforming Our Talent

## Talent Next



**Next Gen HR Platform**



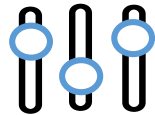
**On-Demand Learning Platform**



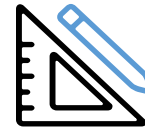
**Advanced Skill Mapping**



**Effective Communication**



**Hyper Personalized**



**Online & Offline Training Catalogue**

- Talent Next is the catalyst to up-skilling and cross-skilling our workforce on next-gen skills/technologies.
- Since inception in FY18:
  - Five sprints for over 60 skill-proficiency solutions
  - Coverage to global technical associates
  - Large percentage of technical associates are now certified
  - Primary source of talent supply chain, with increased adoption



# Industry Analysts and Influencers too are Recognizing this...



Based on 60+ mentions by Analyst firms in there research over the last 15 months





- 1. Accelerate Direct Core** : Consistently outgrow the market
  - Farming Strategic Accounts
  - New Client Acquisition
  - Continue momentum in BX channel
- 2. Strategic Partnership with DXC/HP** : Continuous transformation in relationship
  - Applications Partnership Growth
  - Expand Vertical and Geographic Footprint
  - Increase Service Transformation Participation
- 3. Continued focus on Margin optimization to fuel Growth (EBIT 15%-17%)**
- 4. Investment Capability building** : Talent Next, Next Labs and inorganic tuck-ins
- 5. Strong Cash flow Generation and Optimal Cash Strategy** to maximize shareholder value







### **About Mphasis**

[Mphasis](#) (BSE: 526299; NSE: MPHASIS) applies next-generation technology to help enterprises transform businesses globally. Customer centricity is foundational to Mphasis and is reflected in the Mphasis' [Front2Back™](#) Transformation approach. Front2Back™ uses the exponential power of cloud and cognitive to provide hyper-personalized ( $C=x2C^2™=1$ ) digital experience to clients and their end customers. Mphasis' Service Transformation approach helps 'shrink the core' through the application of digital technologies across legacy environments within an enterprise, enabling businesses to stay ahead in a changing world. Mphasis' core reference architectures and tools, speed and innovation with domain expertise and specialization are key to building strong relationships with marquee clients. Click [here](#) to know

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