



11 May 2018

**Manager-Listing**  
**National Stock Exchange of India Limited**  
**Exchange Plaza,**  
**Bandra Kurla Complex, Bandra (E),**  
**MUMBAI -400 051**

Dear Sir,

**Sub: Analyst Meet**

Further to our letter dated 9 May 2018 on the captioned subject, please find enclosed the presentation being made at the today's Analyst Meet at Bengaluru.

The presentation is also being hosted 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.

Thanking You,

Yours faithfully,  
**For Mphasis Limited**

DocuSigned by:

*Subramanian Narayan*

**Subramanian Narayan**

**Vice President & Company Secretary**



**Mphasis Limited**

**Registered Office:** Bagmane World Technology Center, Marathalli Outer Ring Road, Doddanakhundi Village, Mahadevapura,  
Bangalore – 560 048, India. Ph.: +91 080 3352 5000; Fax: +91 080 6695 9943; CIN:L30007KA1992PLC025294

[www.mphasis.com](http://www.mphasis.com)



# Mphasis

The Next Applied



**Mphasis**  
The Next Applied

# CEO Presentation

## AGENDA

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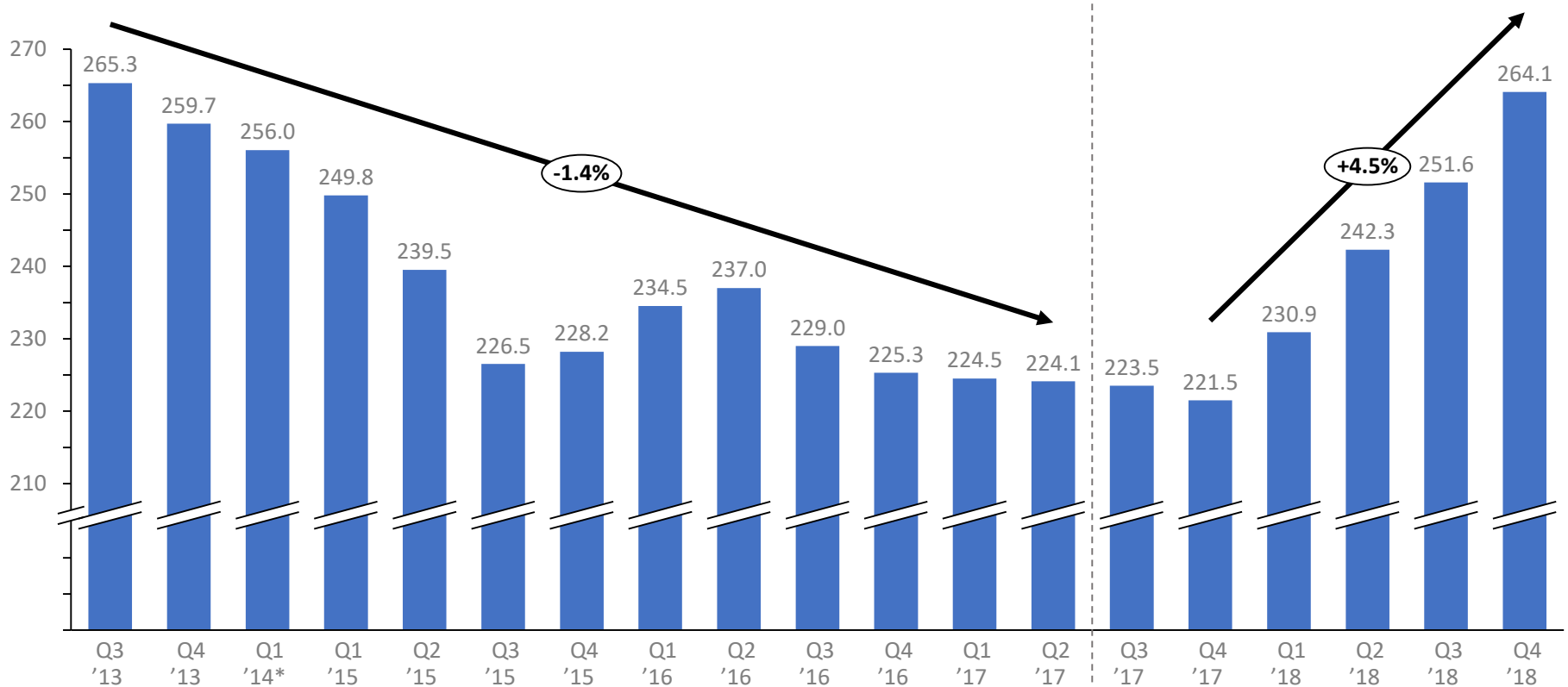
1. Mphasis Performance
2. Market View
3. Mphasis in Context
4. Financial Metrics
5. Looking Ahead
6. Demystifying Digital

# 1

## Mphasis Performance

# Mphasis Turnaround Story

Company Revenue in USD \$M (gross)



\* Transition Year 5 months adj.





**Industry:** Next Generation Technology Services

**Revenue:** \$ 1.01 Bn

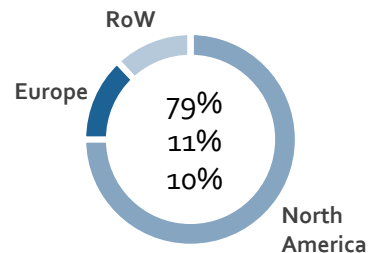
**Market Cap:** ~\$2.5 Bn

**Headcount:** ~ 23,000

**BX Company:** since 09/2016

**Ownership:** Public Company; BX Ownership 60%

- Marquee Client Base:**
- Largest Bank in North America
  - Largest Insurance Company in North America
  - Largest publicly traded Invest. Services Firm
  - Largest Logistics Provider
  - Largest Commercial RE player



# 2

## Market View



“ The future  
ain't what it  
used to  
be.” Yogi Berra



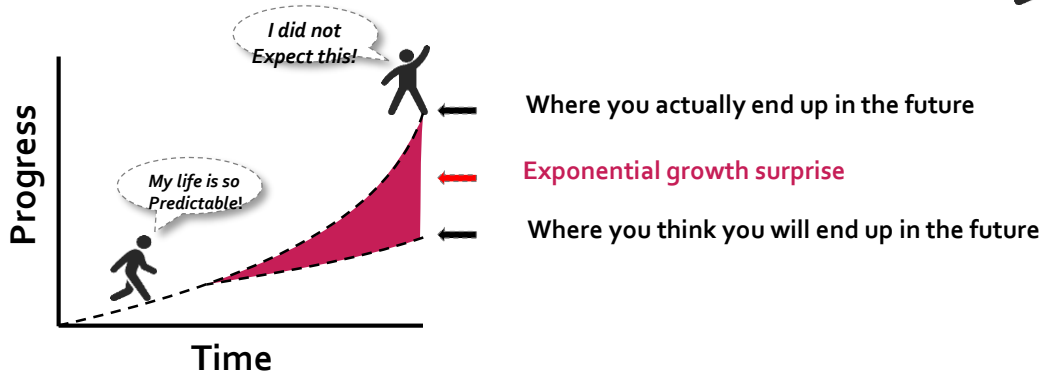
# Linear v/s Exponential thinking

Exponential growth is deceptive, than explosive

If your stride is 1 meter, 30 linear steps will take you 30 meters from the starting point.

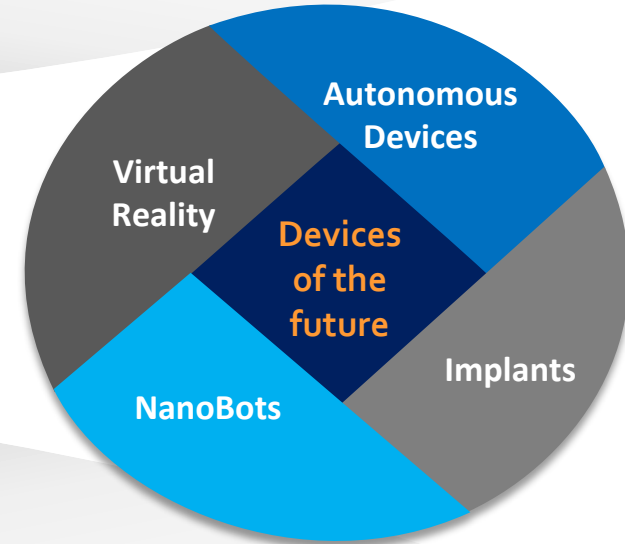


With a 1 meter stride, 30 exponential steps will take you 26 times around the world!



# Devices

## Explosion in computing devices - 15 billion devices incorporate computing



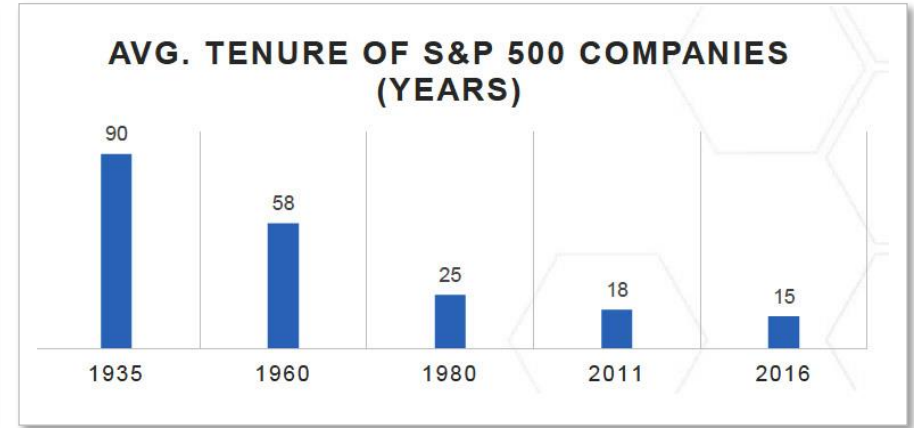
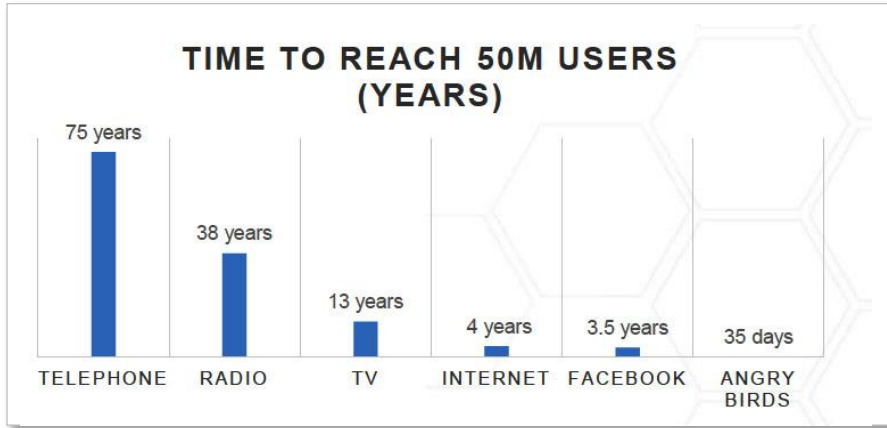
## Human Machine Interface becoming more natural & seamless



Source: Forbes



# The Pace of Change is extremely fast



Source: Forbes, CBinsights



# 2017 - This is What Happens in an Internet Minute



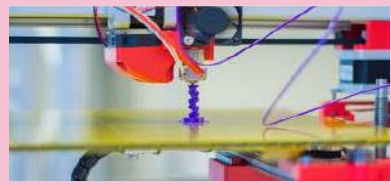
- **Incredible scale of content creation** that happens on the web, led by e-commerce, social media, email.
- In a social media universe there are **no barriers to entry** and almost infinite amounts of competition.
- More than **25% of Earth's population** logs in to their Facebook account at least once a month.
- **Social Media Influencers** are more important and trusted than ever to marketers.



# Disruption is an Opportunity



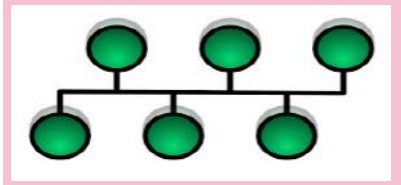
"Automated driving would cut accidents by 90 percent or more"



"50% of manufacturers in the CPG, LS will be using 3D printing by 2018"



"DNA scissors can edit out genetic material causing cancer, HIV, etc."



"Peer 2 Peer lending to touch \$1 Tr. over the next couple of decades"



"Use of saliva instead of blood as a diagnostic fluid has received federal nod?"



"Airbnb already averages 25% more guests per night than Hilton globally"



"life expectancy in US has risen to 78.8 years, a record high"

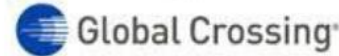


"Cable MSOs to Provide 25% of Mobile data traffic in US by 2018 through hotspots"

Source: Literature review, Industry experts



52% of the Fortune 500 companies  
have gone bankrupt, been acquired or ceased to exist since  
2000 due to digital disruption



Source: EY, IMD Switzerland



# 3

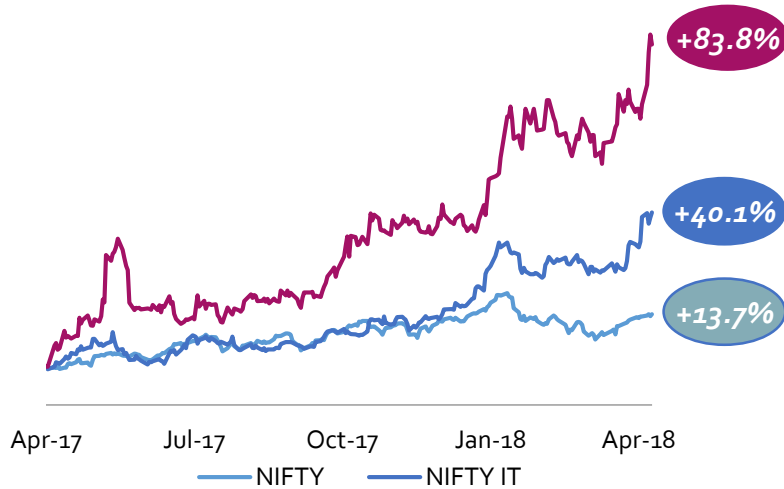
## Mphasis in Context



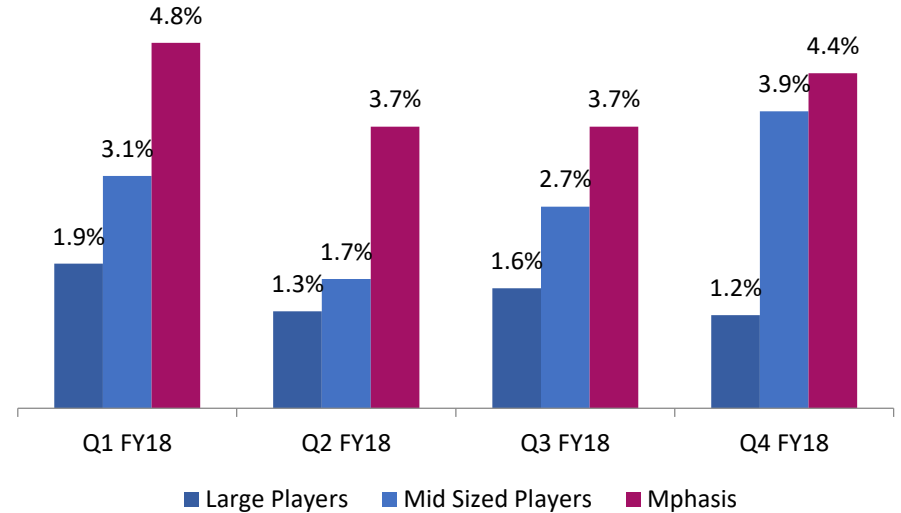
# Performance Highlights in context of the Industry

## Performance vs Index<sup>1</sup>

Total Returns to Shareholders in last 12 months (%)<sup>2</sup>



## Last Four Quarters Industry Benchmark



## Growth Opportunity in Digital

1. Indexed to 100 as of 4/26/2018  
 2. Includes Dividend and Buyback



## Key to success

- 1 Strong Management team** backed by an **experienced Board**
- 2 Optimal Corporate Strategy** for market and clear path to targeted future positioning
- 3 Focus on Execution Excellence** across all levels

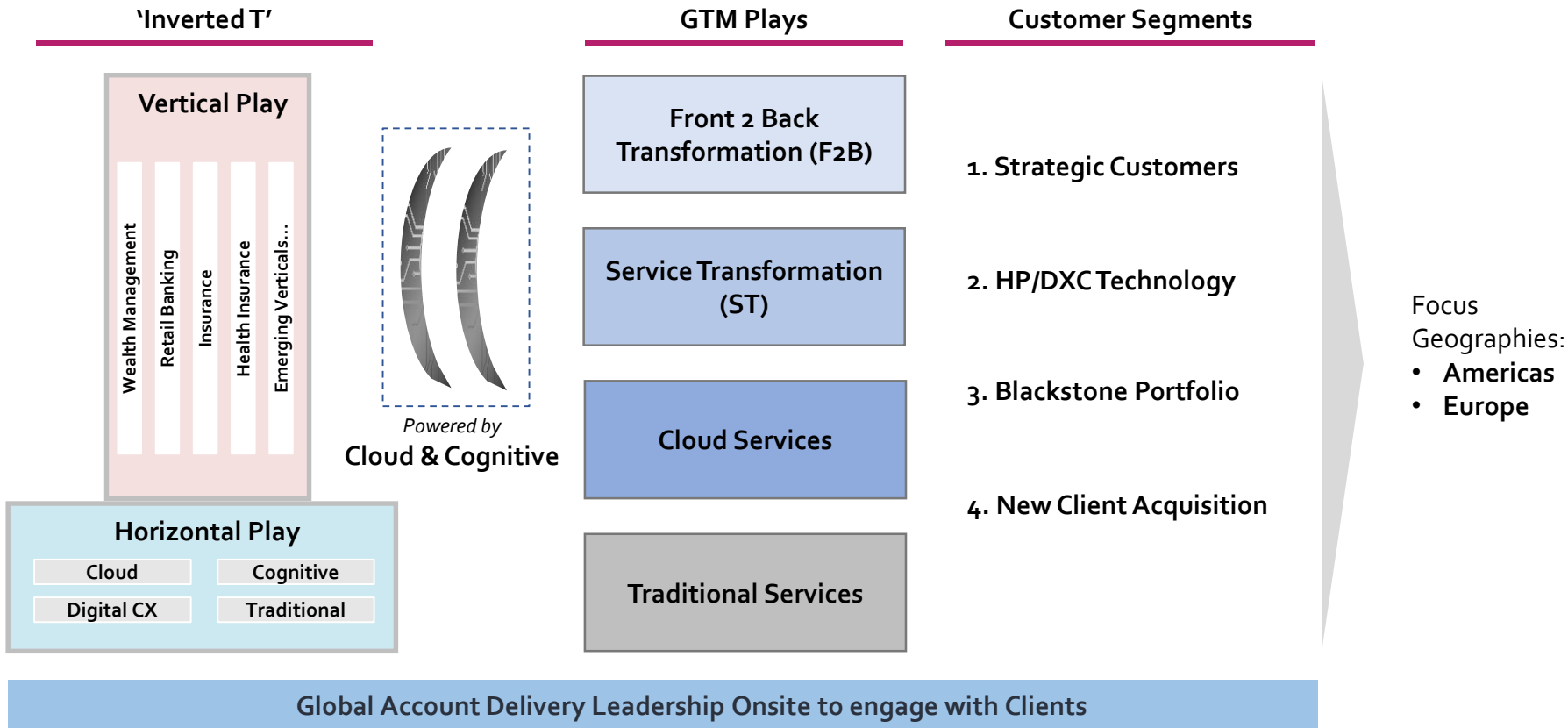


# 1. Strong Management

- 1** **Infused new talent across levels**
  - **Executive Committee**
  - **Senior Leader positions**
  - **Regional Sr Leaders in Focus Markets**
- 2** **Strong Board**
- 3** **Support from BX Ecosystem**



## 2. Corporate Strategy - Bring the "T" back into IT



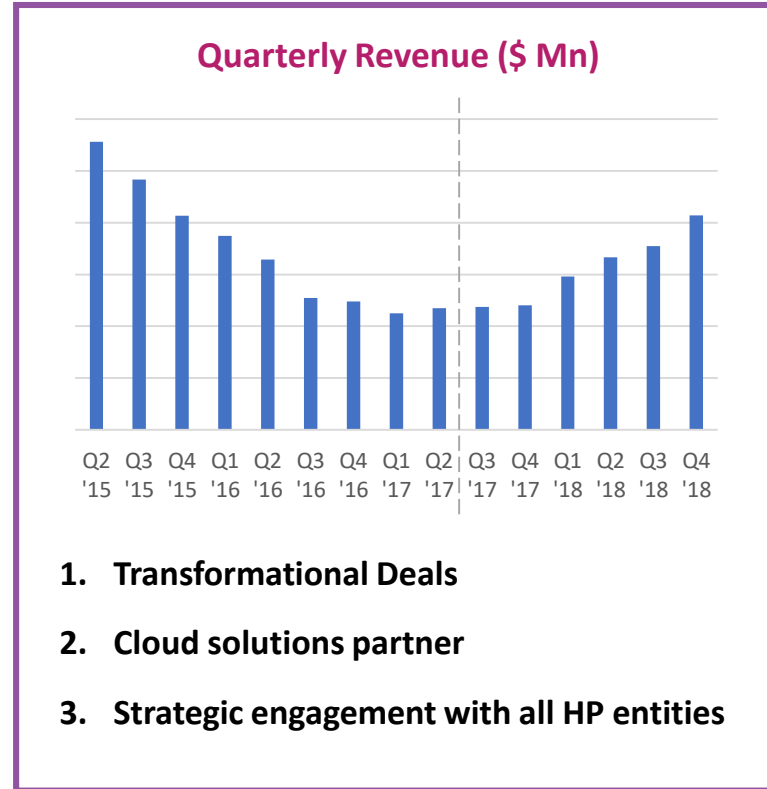
## 3. Execution, Execution, Execution

- **HP-DXC Transformation**
- Strong TCV Growth
- Blackstone Portfolio Execution
- Strategic Account Planning
- Europe Growth Focus
- Margins Expansion Program



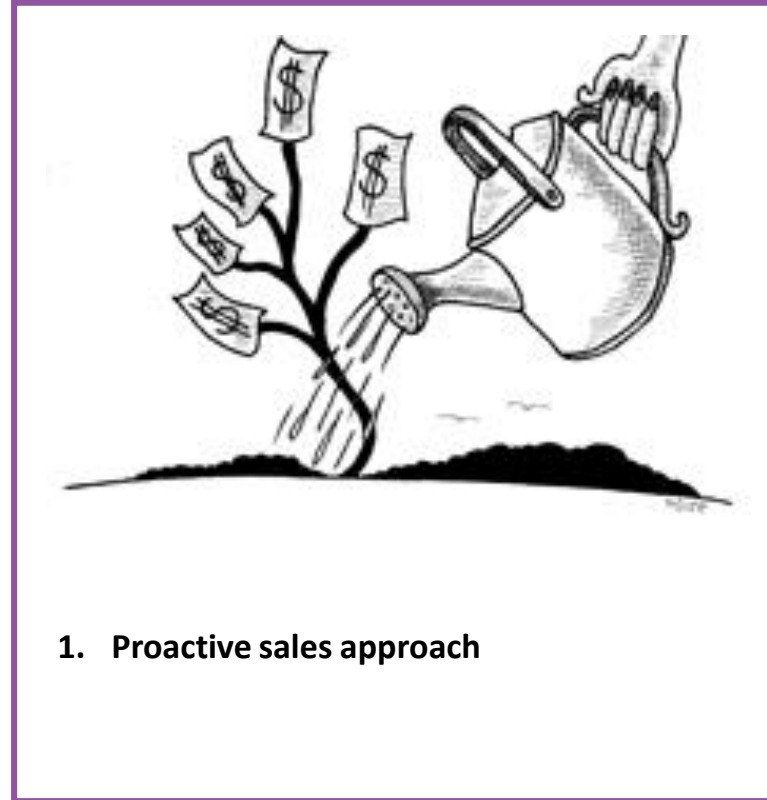
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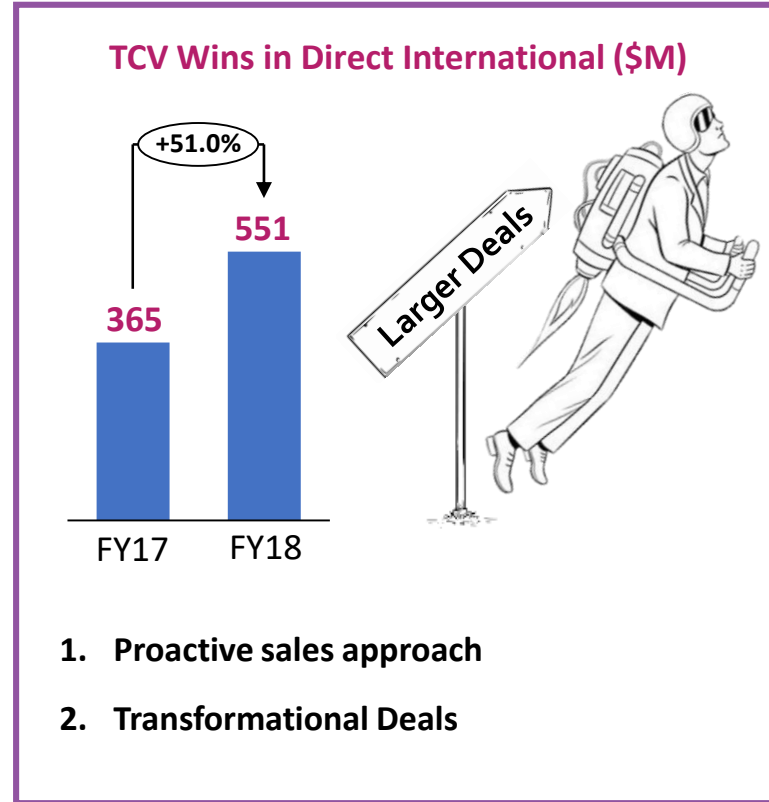
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**4 Engines-of-Growth**

\$ 158M  
TCV won  
In FY18

HP / DXC

New Client Acquisition

Strategic Accounts

Blackstone Channel

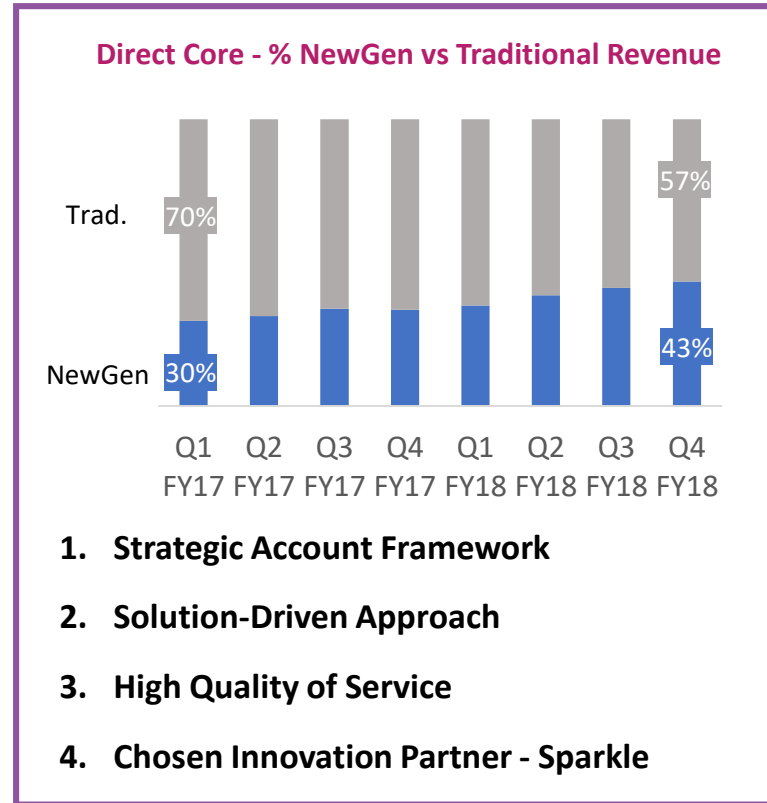
**Win-Win partnership allowing significant cost reduction or Ops Transformation to BX companies**

1. Trusted IT services provider of BX Portfolio
2. Early Engagements



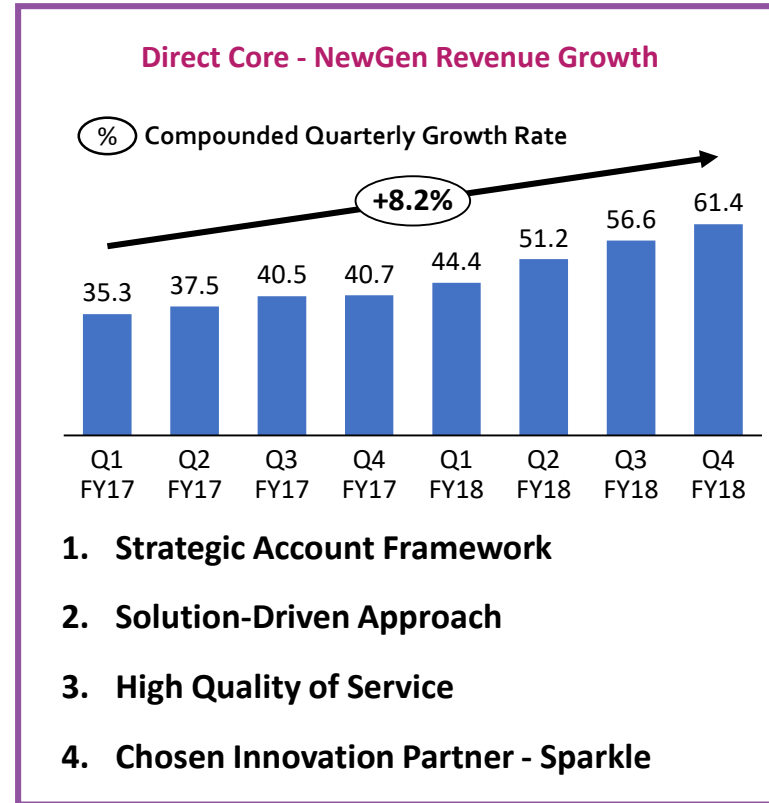
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1. **Restructured Regional Leadership**

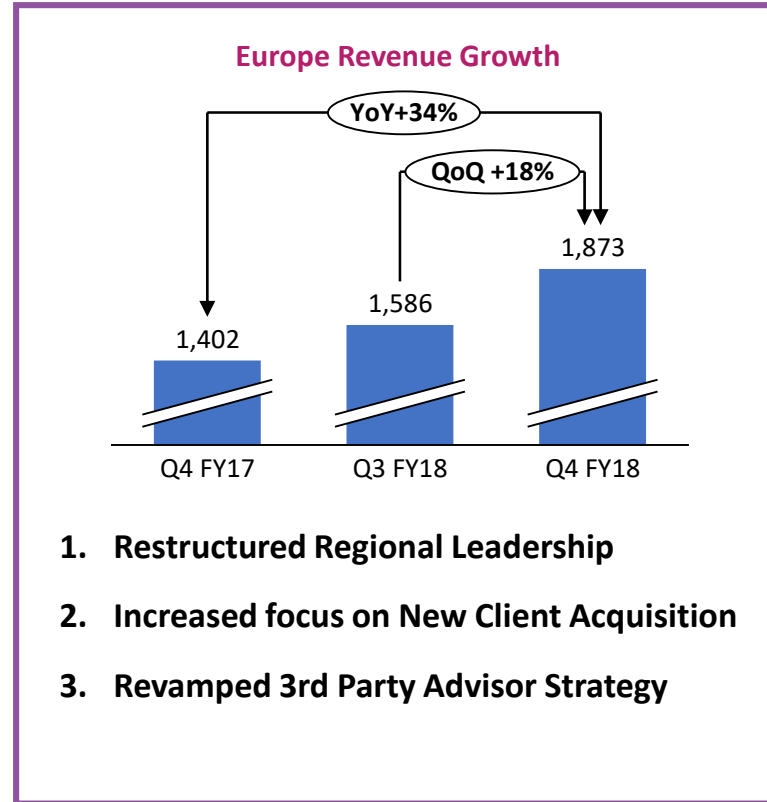
2. **Increased focus on New Client Acquisition**

3. **Revamped 3rd Party Advisor Strategy**



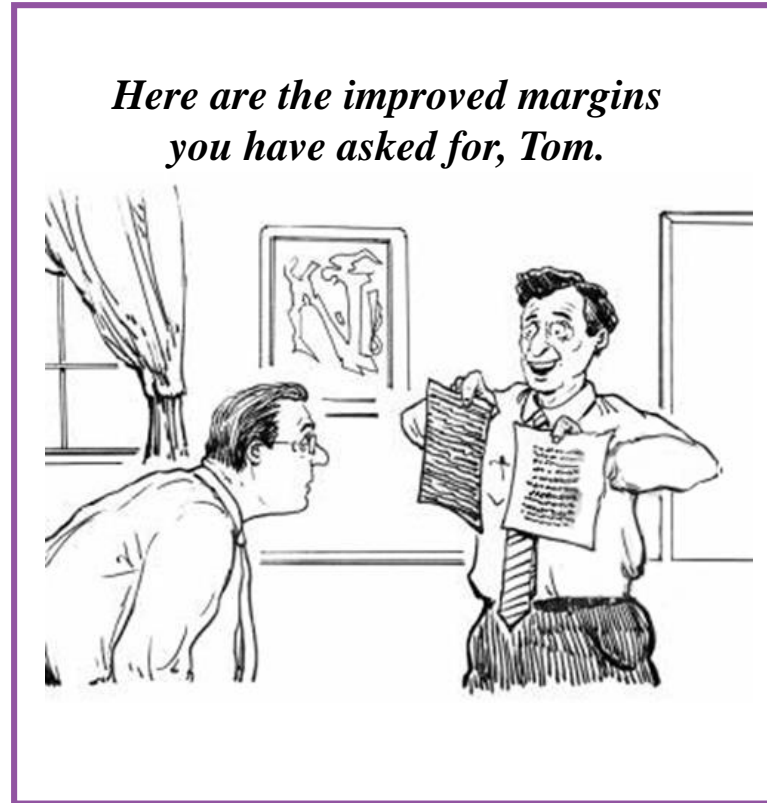
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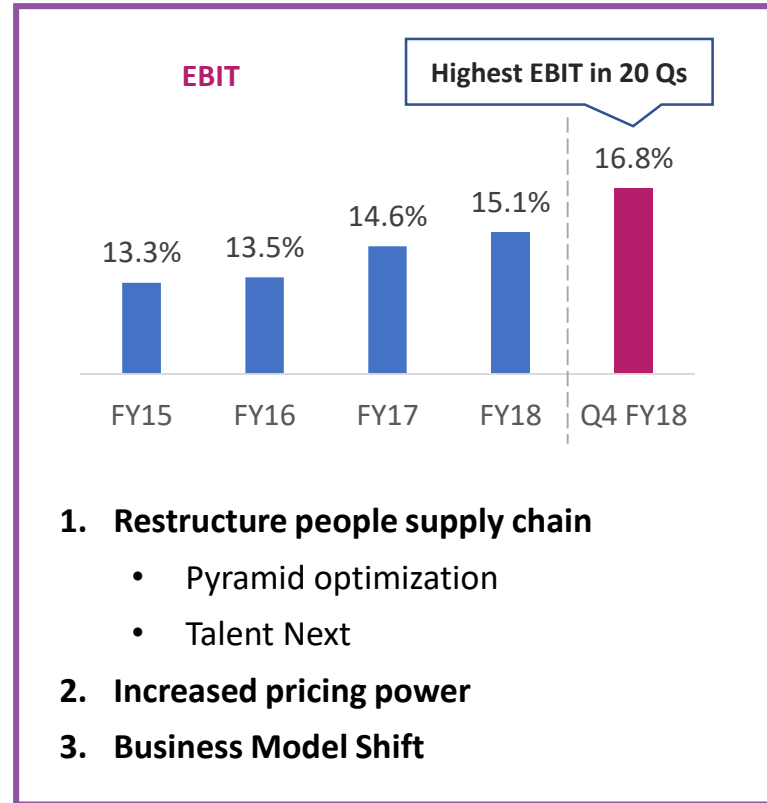
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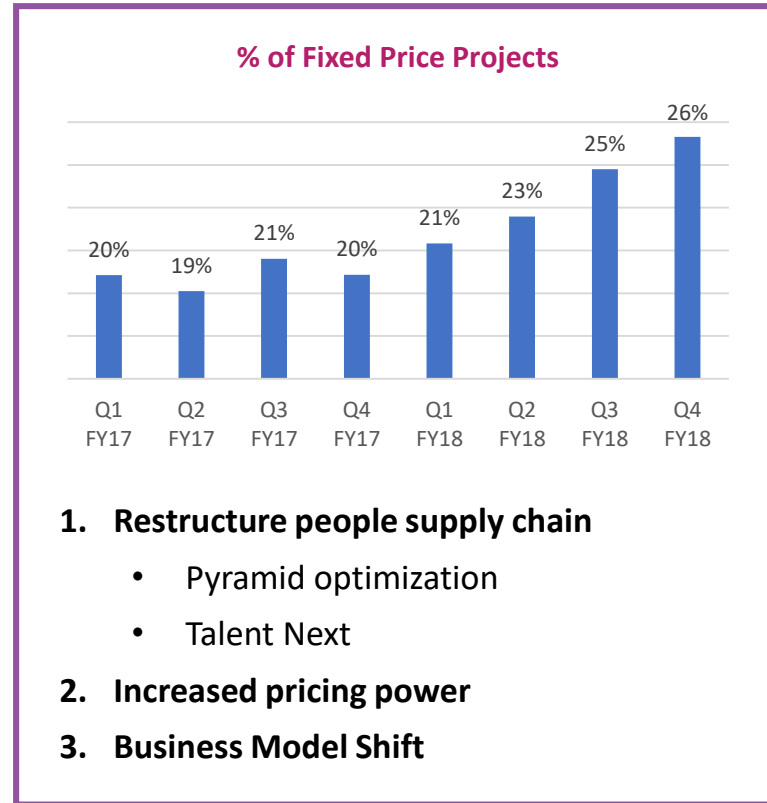
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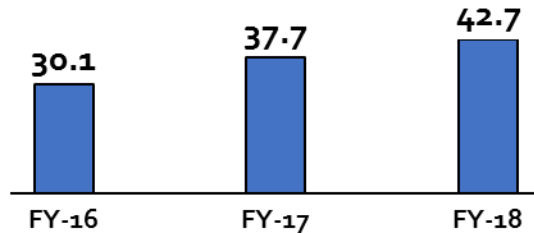
# 4

## Financial Metrics

# Strong Cash generation and Optimal cash utilization strategy

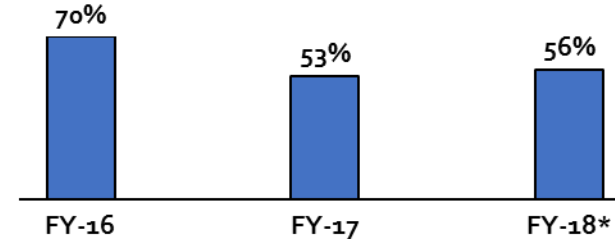
## Strong Growth in EPS

EPS after exceptional items (INR)



## Track record of healthy Dividends

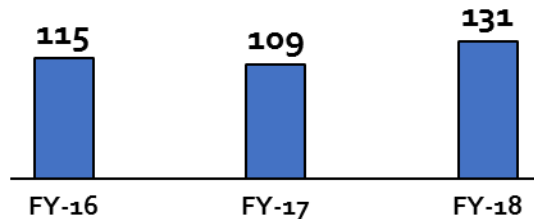
Dividend Payout (DPS including tax/ EPS before exceptional items)



\*FY-18 dividend payout is subject to shareholder approval in AGM

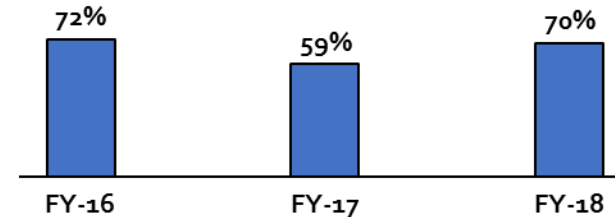
## Consistent Free Cashflow Generation

Free Cashflow (\$ million)



## One of industry leading FCF/EBITDA conversion

Free cash flow (FCF)/adj EBITDA



# 5

## Road Ahead

## Road ahead

### 1 Direct Channel

- Investments in large deal wins, capability build-up, sales and marketing efforts
- Focus on “one Mphasis” approach
- Expanding our European footprint
- Build on momentum in Blackstone Channel

### 2 DXC/HP channel

- Expanding to other geographies beyond US
- Opportunity in other HP entities

### 3 FY19 margin outlook

- Operating within the 15-17% EBIT range

### 4 Mphasis re-branding

- Helping enterprises adopt customer centric Digital Transformation



# 6

## Demystifying Digital

# Demystifying Digital (Story Board)



## Applied Tech: F2B™ and Service Transformation in Action



Engagement Layer



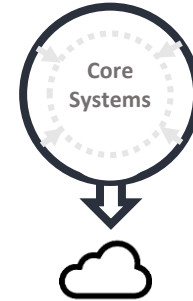
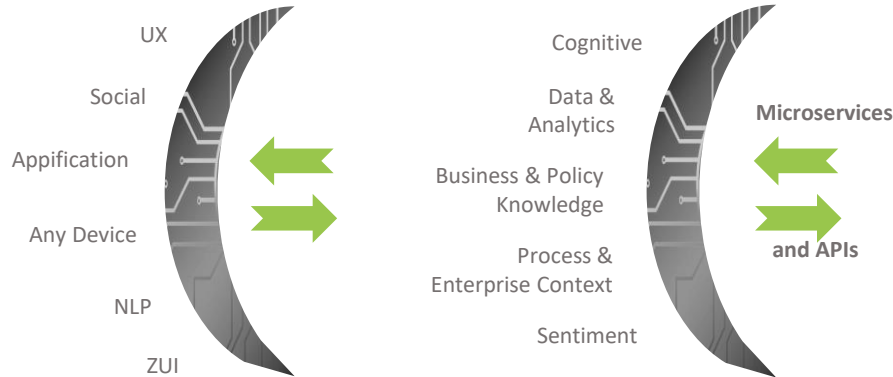
Intelligence Layer



Core Systems



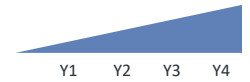
Customers/  
Stakeholders  
KPI Driven



Mphasis X2C<sup>2</sup>™ - Powered by Cloud & Cognitive

- Right sized transformations **delivering chunks of business value** in a timely manner
- Best way to introduce **disruptive technology** (X2C<sup>2</sup>) to legacy environments
- **Reference architecture based transformation:** leverages technology from previous iterations to reduce marginal cost of implementation

Traditional



F2B

