

31 May 2017

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

Dear Sir,

Sub: Intimation of Schedule of Investors Meetings

Pursuant to the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended, we are furnishing hereunder, the following schedule of meetings proposed to be held with investors-

| Date(s) of Meeting(s) | Place of the Meeting |  |
|-----------------------|----------------------|--|
| June 6, 2017          | Hong Kong            |  |
| June 7, 2017          | Singapore            |  |
| June 8, 2017          | London               |  |
| June 9, 2017          | New York             |  |
| June 12, 2017         | Boston               |  |

We request you to kindly take the above on record as required under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended. This information is also hosted on the website of our Company at <a href="https://www.mphasis.com">www.mphasis.com</a>. Enclosed is the copy of the investor presentation proposed in relation to the Company. A copy of the same is available on the website of our Company at <a href="https://www.mphasis.com">www.mphasis.com</a>.

Thanking You,

Yours faithfully, For Mphasis Limited

N.

A. Sivaram Nair

EVP, Company Secretary, General Counsel & Ethics Officer

Encl: As above

# MPHASIS OVERVIEW



## **DISCLAIMER**

By accessing this presentation, you agree to be bound by the trailing restrictions and limitations. This presentation has been prepared by Mphasis Limited (the "Company") solely for your information and may not be distributed, reproduced, or redistributed or passed on directly or indirectly to any other person, whether within or outside your organization or firm, or published in whole or in part, for any purpose by recipients directly or indirectly to any other person. The Company may alter, modify or otherwise change in any manner the contents of this presentation, without obligation to notify any persons of such change or changes.

This presentation may contain certain "forward looking statements". These statements include descriptions regarding the intent, belief or current expectations of the Company or its management and information currently available with its management, including with respect to the results of operations and financial condition of the Company. By their nature, such forward-looking statements are not guarantees of future performance and involve risks and uncertainties, and actual results may differ from those in such forward-looking statements. Against the background of these uncertainties, readers should not rely on these forward-looking statements. The Company assumes no responsibility to update or revise or adapt any forward-looking statement to future events or developments.

This presentation contains certain supplemental measures of performance and liquidity that are not required by or presented in accordance with accounting standards applicable in India, and should not be considered an alternative to reported profit, operating revenue or any other performance measures or an alternative to cash flow from operations as a measure of liquidity of the Company.

No representation, warranty, guarantee or undertaking (express or implied) is made as to, and no reliance should be placed on, the accuracy, completeness or correctness of any information contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein.

In no event shall the Company be responsible to any person or entity for any loss or damage, whether direct, incidental, consequential or otherwise, arising out of access or use or dissemination of information contained in this presentation, including, but not limited to, loss of profits.

You must make your own assessment of the relevance, accuracy and adequacy of the information contained in this presentation and must make such independent investigation as you may consider necessary or appropriate for such purpose. Any opinions expressed in this presentation are subject to change without notice and past performance is not indicative of future results.

The information contained herein does not constitute or form part of an offer, or solicitation or invitation of an offer to purchase or subscribe, for securities nor shall it or any part of it form the basis of or be relied on in connection with any contract, commitment or investment decision in relation thereto in India, the United States or any other jurisdiction.

# Mphasis at a Glance

## **Key Highlights**

- Incorporated in 1992
- Marquee clients including 6 of the Top Global Banks, 3 of the Top Global Insurance companies and 7 Top Mortgage Lenders
- ~60% owned by Blackstone (1), a Global Private Equity firm

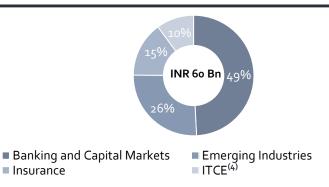
Market Cap.<sup>(1)</sup>
USD1.9 Bn
FY17 Net Revenue
USD 937 Mn

• Steady EBITDA margins with limited volatility over the last 3 years (margins between 14-16%)

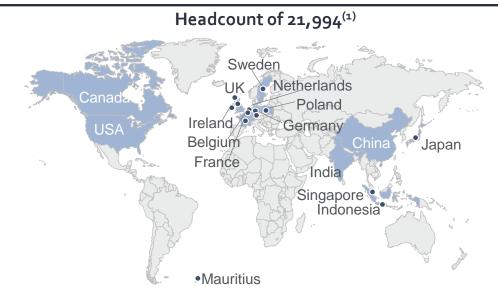
## 72% of Revenue from Direct International(3)

INR 60 Bn

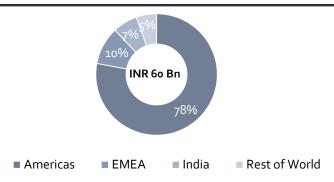
#### Deep domain expertise in BFSI(3)



## Global Delivery Footprint and Sales Coverage



## Geographical Split of Revenue<sup>(3)</sup>



#### Global IT solutions provider with a strong domain expertise in BFSI, backed by a high quality sponsor

 $Note: \ USD/INR: \ 64.84; \ HP: \ Hewlett-Packard; \ DXC: \ DXC\ Technology; \ BSE: \ Bombay\ Stock\ Exchange; \ NSE: \ National\ Stock\ Exchange; \ NSE: \ NSE:$ 

HP/DXC

1) As of 31 Mar 2017

Direct International

(2) Consists of balances with banks on current accounts, deposits with original maturity of less than three months, unclaimed dividends and cash on hand, bank balances other than cash & cash equivalents and Investments

Direct Others

- (3) On a Gross Revenues basis, which are revenue from operations excluding profit from cash flow hedges
- (4) ITCE: Information Technology, Communication & Entertainment

# Direct International and HP channels are key drivers of Mphasis' revenue and profitability

| Channels                | % of Sales(1) | Description  | Strategy  |
|-------------------------|---------------|--|---|
| Direct<br>International | FY17<br>72%   | <ul> <li>Revenue grown at a CAGR of 13% in the last three fiscal years</li> <li>Core business primarily serving strategic clients with long standing relationships         <ul> <li>Average relationship of 12 years for top 15 clients</li> </ul> </li> <li>Focus on select sub verticals in BFSI (Consumer Banking &amp; Mortgage, Wealth Management and P&amp;C Insurance)</li> <li>Strong capabilities in NextGen services such as Cloud Services and Cognitive Computing</li> <li>NewGen services contribute 44% of revenues and 61% of Direct International TCV wins in FY17, and has grown at a CAGR of 25% in the last three fiscal years</li> </ul> | <ul> <li>Continue to target above market growth via:</li> <li>Continued mining of existing strategic accounts</li> <li>Tapping new opportunities from the Blackstone portfolio</li> <li>New client acquisitions by leveraging on domain and NewGen expertise</li> </ul> |
| HP/ DXC                 | FY17<br>24%   | <ul> <li>Relationship transformed from being an in-house subcontractor to a strategic partner</li> <li>Working with multiple entities: DXC, HPE, HPI and Micro Focus         <ul> <li>Mphasis is a preferred service provider</li> </ul> </li> <li>MSA that can last up to 11 years<sup>(2)</sup> with guarantee of USD 990 Mn provides Mphasis a stable revenue base with upside growth potential and revenue visibility</li> <li>Opportunity to work not just with HP, but HP's customers as well across multiple segments such as airlines, telecom and healthcare</li> </ul>   | <ul> <li>Return back to growth via:</li> <li>Cloud solutions partnership with DXC</li> <li>Growth opportunities across entities</li> </ul>  |
| Direct<br>Others        | FY17<br>4%    | <ul> <li>Direct others includes the domestic ATM and emerging application businesses</li> <li>In Feb-16, Mphasis outsourced the operations of its domestic ATM managed services business</li> </ul>  | Focus on margin expansion   |
|                         |               | Discribition of the LUD/DVC showed a construction COV of the EV  |   |

Direct Intenational and HP/DXC channels account for 96% of the FY17 revenue of Mphasis

<sup>(1)</sup> On a Gross Revenues basis, which are revenue from operations excluding profit from cash flow hedges

<sup>(2) 5-</sup>year MSA with automatic renewals of three consecutive two year terms

# Awards & recognitions



Cloud Solutions
Award 2016 by The Financial
Express





Ranked #2 in The Silicon Review's Top 30 Fastest Growing Tech Companies 2016



Most Distinguished Digital Company of the Year Award 2015 by The Economic Times



Ranked #29 in American Banker and BAI's FinTech Forward Top 100 2015



Innovation and Excellence Award 2015 for Global Technology Solution Services by Corporate Livewire



Silver Medal in the APAC Large Outsourced Contact Center Category of the Best Contact Center Awards 2014



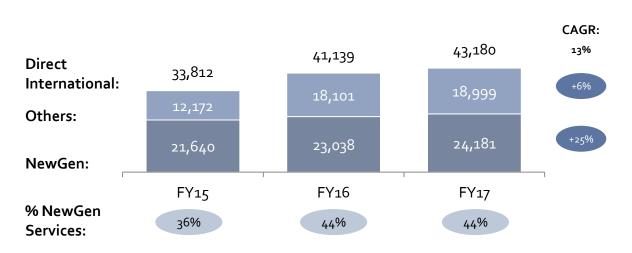
Ranked #55 on the Global
Outsourcing 100 Awards 2014
by The International
Association of Outsourcing
Professionals (IAOP)

Multiple Awards Recognizing Excellence in Innovation and Service Quality

# Strong platform for growth supported by significant wins in NewGen

- Direct International is Mphasis' primary growth engine, accounting for 72% of revenues<sup>(1)</sup> for FY 2017
  - Direct International consists of Direct Core which accounts for 74%
  - Direct Core grew at a 15% compounded annual growth rate over the last 3 years
- Differentiated go-to-market strategy to identify growth pockets in client accounts
- Growth has been driven by **significant deal wins in NewGen**<sup>(2)</sup> services, which has increased by 34% yoy by TCV in FY17
  - NewGen revenues have grown at a 25% CAGR in the last 3 years
  - NewGen now accounts for 44% of Direct International revenues in FY17, up from 36% in FY15

## Strong Direct International Revenues (INR Mn)(2)



## Supported by significant wins in NewGen<sup>(3)</sup>

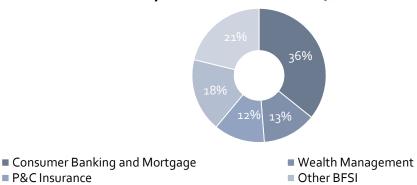


Increasing expenditures on emerging technologies – NewGen services has been a key driver of deal wins and growth in Direct International

# Deep domain strength built by years of relationship with marquee clients

#### **Deep Domain Expertise in Select Micro Verticals**

## **Direct International Revenues** by Micro Verticals (FY17)



- ✓ Mphasis is focused on **select micro verticals within BFSI**, such as Consumer Banking & Mortgage, Wealth Management, P&C Insurance and Others
  - Well entrenched within multiple business lines/ divisions within each client
  - 78% of BFSI revenues come from three focus micro verticals Consumer Banking & Mortgage, Wealth Management and P&C Insurance

## **Driven by Strong Client Relationships**

| Top 15 Direct International Clients    | Years of relationship |
|--|-----------------------|
| Large North American Bank              | 18                    |
| Global Bank                            | 8                     |
| Large Global Insurer                   | 14                    |
| Leading Investment Services Firm       | 17                    |
| Large Logistics Company                | 21                    |
| Niche US West Coast Bank               | 5                     |
| Leading US Bank                        | 2                     |
| Large Real Estate Company              | 6                     |
| Leading Loan Mortgage Company          | 9                     |
| Large Global Bank                      | 13                    |
| Leading General/Life Insurance Company | 14                    |
| Leading US Bank                        | 14                    |
| Large Pharmaceutical Company           | 16                    |
| Leading General Insurance Company      | 4                     |
| Top 3 UK Bank                          | 13                    |
| Average                                | 12                    |

#### √ Long relationships with marquee clients

- 6 of the top global banks, 7 top mortgage lenders and 3 of the top insurance companies
- Top 15 Direct International clients have an average relationship tenor of 12 years
- 13 out of top 15 clients are in the BFSI vertical
- Go-to-Market optimized for catching deals upstream: Robust account planning for selecting early engagement areas based on spend, competition and ability to win
- Proactive customer management: Onsite Global Delivery Account Leader (GDAL) works proactively with the customer to address issues in real time; service delivery excellence and CSAT focus

■ P&C Insurance

Other Verticals

# Accelerating Direct International growth by building Cloud and Cognitive solutions



# **Cloud Services**

#### Cloud CoE – Investing in building IP / Accelerators

 End to end Services – including Cloud Consulting, Cloud Migration (re-host, re-factor, re-purchase), Cloud Native App Dev, DevOps, Cloud Ops

#### Strong Cloud Partnership Network – Pivotal

 Setting up a Pivotal Lab to build skillset for next application development and migration on the pivotal cloud foundry

#### Case Study 1 - One of the Largest Brokerage Firms

 We are doing Application migration using Pivotal Cloud Foundry

#### Case Study 2 - Largest Retail Banks in the US

 Successfully transitioned middleware into micro services, enabling a faster front end at a lower cost

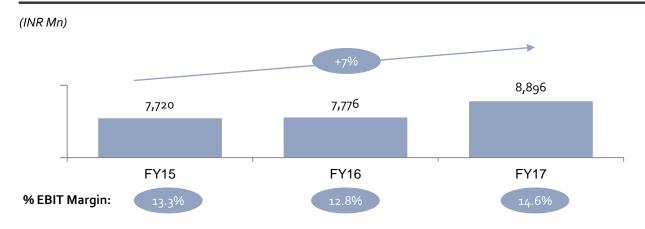


# Cognitive Computing

- Digital Partner for select Fortune 500 Companies
- Developed applications for Apple Pay
- Introduced Semantic technology to a Large NA bank
- Pioneer of integrating Natural Language Interaction with workforce management firm
- Set up NextLabs:
  - **Next Angles –** Al and NLP based GRC Automation platform
  - Deep Insights Cognitive computing platform, which transforms enterprise decision by depth analysis of structured and unstructured data sources
  - Infragenie Intelligent infrastructure automation platform that predicts, diagnoses and resolves infrastructure issues
  - **Hypergraph** Actionable insights by bridging the gap between enterprise data and external data

# Levers for margin improvements

## Successful EBIT (1) margin improvement track record



- ✓ EBIT margins have improved from 13% in FY15 to 15% in FY17
- ✓ Successful track record of margin improvements through initiatives such as:
  - Divestment of domestic BPO business
  - Stabilization of the Product Portfolio (Wyde, Eldorado)
  - Outsourcing the operations of the ATM business

#### Further levers for improvement

#### **Pyramid Optimization**

• Increase share of fresher and junior resources which improves billing multiples

#### **Automation**

• Increased use of robotics and non-linear models to drive productivity and protect the core business

#### **People Supply Chain**

Matching resources with appropriate skill-sets to enhance utilization

#### Strategic Shoring

Delivery from most optimal locations

#### **Commercial Model**

Increasing share of fixed price contracts and managed services business

Margin improvements and cost savings at each level, along with an increasing trend of non-linear revenues

# Leadership team with track record of customer, talent and value retention



#### Nitin Rakesh CEO and Director

- CEO and Director at Mphasis
- · Previously CEO and President of Syntel
- >20 years experience



V. Suryanarayanan (Surya)

<u>CFO & EVP</u>

- CFO at Mphasis
- · Recipient of the CFO India award
- · 30 years experience



Dinesh Venugopal
President – Direct Core and Digital

- Global head of Direct Core and Digital business across industry verticals
- >20 years experience



Gopinathan Padmanabhan President – Global Delivery

- Responsible for Global Delivery for Direct International business
- 35 years experience



Elango R

President – HP Business Unit

- Heads Sales and Delivery of all business lines in HP Channel
- >20 years experience



Srikant Karra
Chief Human Resource Officer

- Chief Human Resource Officer at Mphasis Group
- >27 years experience



Rajesh Makhija Head (Product Portfolio), CMO Mphasis Group

- Responsible for three key portfolios: Product Portfolio Group, Marketing & Alliances and Mergers & Acquisitions
- >25 years experience



Puneet Bhirani CEO – Digital Risk

- · Responsible for P&L of Digital Risk business
- >20 years experience



Sivaram Nair Company Secretary, General Counsel

- Heads the Secretarial, Legal, Ethics and Internal Audit Departments
- >25 years experience



Radha Rani L Chief Data Officer

- Responsible for managing the Corporate Operating System
- >15 years experience

Highly seasoned leadership team with an average of over 20 years of experience in the industry

# Strong governance and internal controls

#### Overview

• Board of Directors comprises of nine members, three of whom are independent

#### Davinder Singh Brar Chairman, Independent Director

- Promoter of GVK Biosciences
- Formerly Director of the Reserve Bank of India (RBI)

#### Jan Kathleen Hier Independent Director

- Formerly an Executive VP at Charles Schwab
- Served as VP of engineering at Transaction Technology, Inc., a Citicorp subsidiary

## Paul James Upchurch Non-Executive Director

- Leads the Enterprise Systems function within The Blackstone Group's Portfolio Operations group
- · Formerly an Executive VP at Nielsen

# Nitin Rakesh CEO and Executive Director

- CEO and Director at Mphasis
- · Previously CEO and President of Syntel

## David Lawrence Johnson Non-Executive Director

- Senior Advisor at Blackstone based in New York
- · Formerly Senior VP of Strategy at Dell

#### Amit Dixit <u>Non-Executive Director</u>

- Senior Managing Director and Head of Private Equity in India for Blackstone
- Formerly a Principal at Warburg Pincus

#### N Kumar Independent Director

- Vice Chairman of The Sanmar Group, a multinational conglomerate
- Honorary Consul General of Greece in Chennai

## Dario Zamarian Non-Executive Director

- Innovations and Infrastructure Consultant for Blackstone
- · Previously Global VP and a Worldwide General Manager at Dell

## Amit Dalmia Non-Executive Director

- Executive Director in the Corporate Private Equity group in Blackstone
- Formerly served various management roles at Hindustan Unilever India
- Listed on BSE and NSE and maintains a high standard of governance and transparency as a listed entity
- Various committees have been set up by the Board of Directors to provide oversight of activities

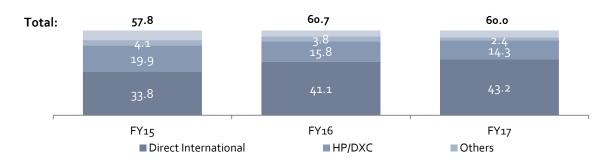
Audit Committee
Share Transfer Committee
Employee Stock Ownership Plan Compensation
Committee

Strategy Committee
Treasury and Operations Committee
Corporate Social Responsibility Committee
Stakeholders Relationship Committee
Blackstone
Independent Directors

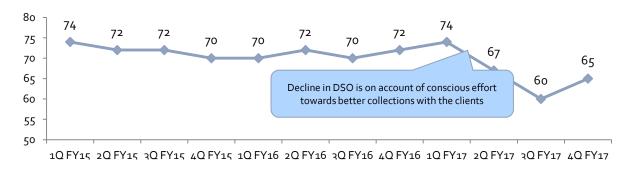
Private equity ownership plus listed company status provides for strong corporate governance and transparency

## **Financials**

#### Gross Revenue by Segment (INR Bn)(1,2)



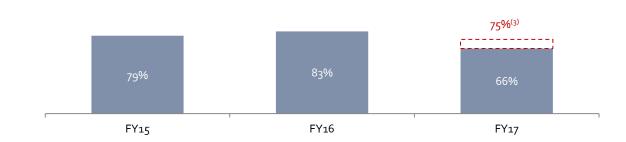
## Improvement in Days Sales Outstanding ("DSO")



#### EBIT and EBITDA Margins<sup>(1)</sup>



Free Cash Flow ("FCF") / EBITDA(1)



Stringent receivable collection policy reflected by the improvement in DSO from 74 days in 1Q15 to 65 days in 4Q17

#### Improvement in profitability underpinned by robust growth in Direct International channel

Source: Company Filings

Note: Free Cash Flow defined as Cash Flow from Operations add Dividend Income, add Interest Income, less Capital Expenditures; EBITDA: Earnings before Interest, Tax, Depreciation and Amortization

- (1) FY15 is based on Indian GAAP, FY16 is based on Special Purpose Ind-AS, and FY17 is based on Ind-AS
- Gross Revenues are revenues from operations excluding profit from cash flow hedges
- 3) Post an INR 893m adjustment for salaries paid in advance