



22 September 2021

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) call

Please find enclosed a copy of the presentation proposed to be made at the Investor/ Analyst call to be held today at 11:00 am (IST) in connection with acquisition of Blink Interactive, Inc., USA.

The presentation is also being hosted on the website of the Company at 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
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Subramanian Narayan
Senior Vice President and Company Secretary

Encl: As above

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Mphasis Acquires Blink UX - a User Experience Research, Strategy, and Design firm

Synergies in evidence-driven design with Design thinking, DesignOps, agile user research, multimodal experiences, and conversational user interfaces



Nitin Rakesh

Chief Executive Officer and
Executive Director
Mphasis



Manish Dugar

Chief Financial Officer
Mphasis



Karen Clark Cole

Chief Executive Officer,
Co-founder & Partner
Blink UX



Kelly Franznick

Chief Innovation Officer,
Co-founder & Partner
Blink UX

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.

Blink Overview

Company Overview

- **Over 20 Years of existence**
 - Strong and tenured leadership; founding members leading the company
- **Geographies:** Studios in Seattle (HQ), San Diego, San Francisco, Austin, Boston
- **Employees:** 130+ employees (100% US)
- **Entrenched Client Base:** Average tenure of 10 years with Top Tech Firms



Key Statistics

65	~42%	30%	\$33-35M
Clients in CY20	Revenue CAGR over 2017-20	NPS with avg. score of 8.3	Est revenue for CY21

Business Overview

- **Service offerings:**
 - **Consulting:** Research, strategy and design of UX in hardware and software products/ services
 - **Concept-to-Prototype** propositions having cross-industry applicability
- **Key differentiator:** Evidence-driven design methodology
- **Recognitions**
 - **Analyst:** Acknowledged across 3 areas in Gartner's Hype cycle report (FY21)
 - Forrester positions Blaze as 'firm with deep understanding of human behavior' in "Design for Work, 2020"

Marquee Customer base



Strategic Rationale

TAM Expansion

Capability acquisition leading to TAM expansion

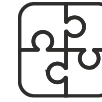
- Shifting left in line with our F2B strategy
- Opportunity to take client product vision from research to implementation



Synergy potential

Creating High-Demand opportunities in Mphasis's existing client base

- Much-enhanced Experience competency center with design studios
- Moving upstream and leading edge within digital tech landscape
- Hi-Tech and BFS key beneficiarie



Marquee Client base

Access to Blink's marquee client base

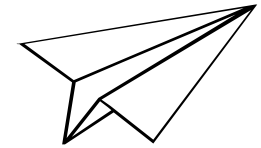
- Expanding into new client segments for Mphasis
- Significant growth potential by leveraging Mphasis's proven strategic account model



Leadership Accretive

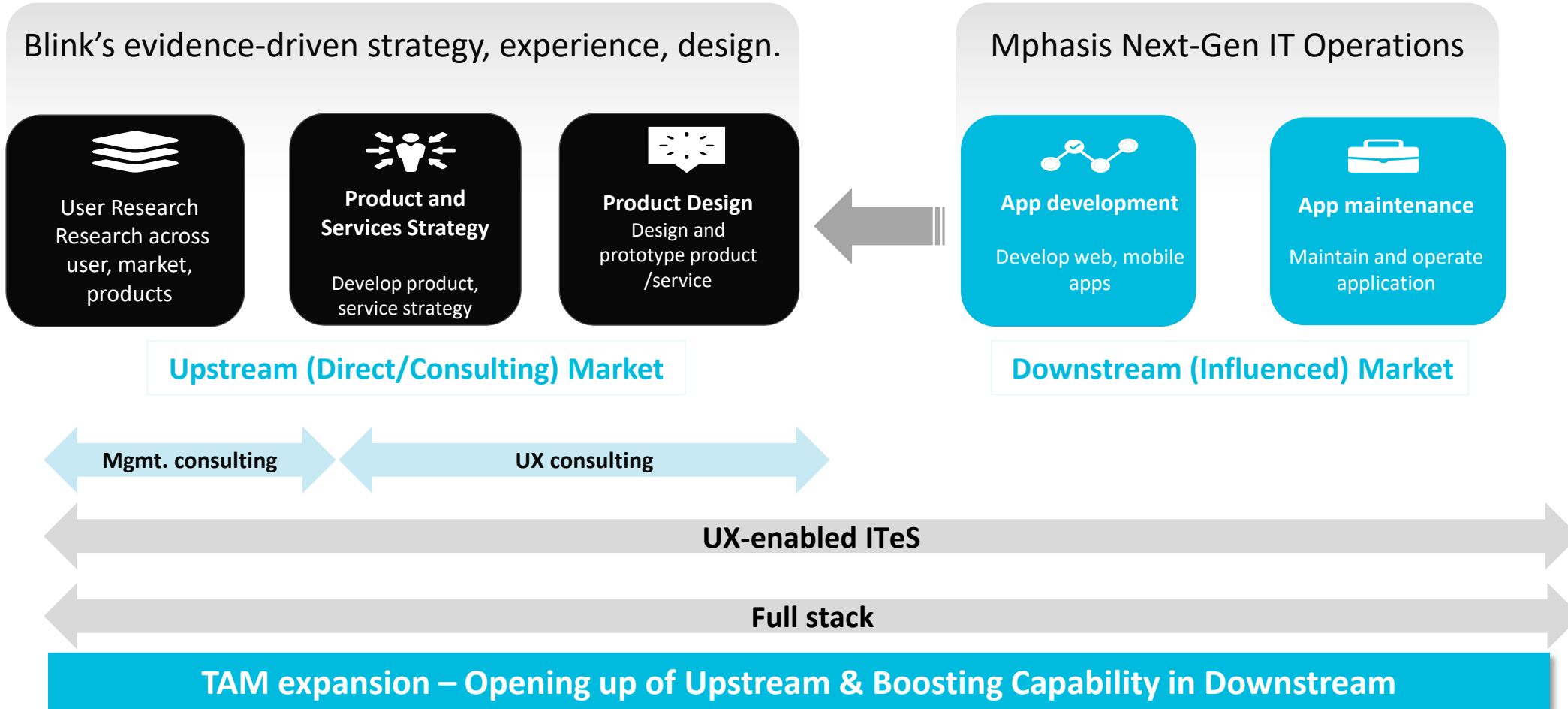
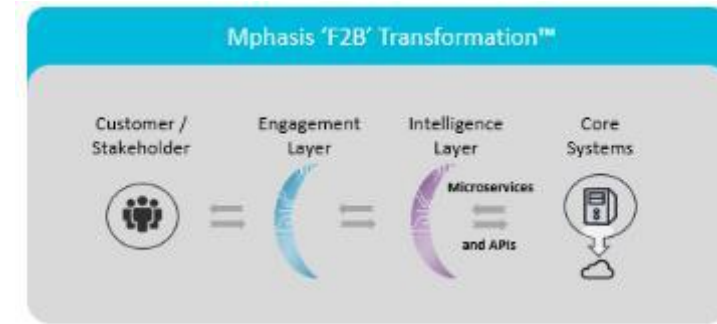
Strong Tenured Leadership at Blink

- Founders retained with the company
- Average experience of leadership team 20 years+
- Expand design and business leadership for Mphasis



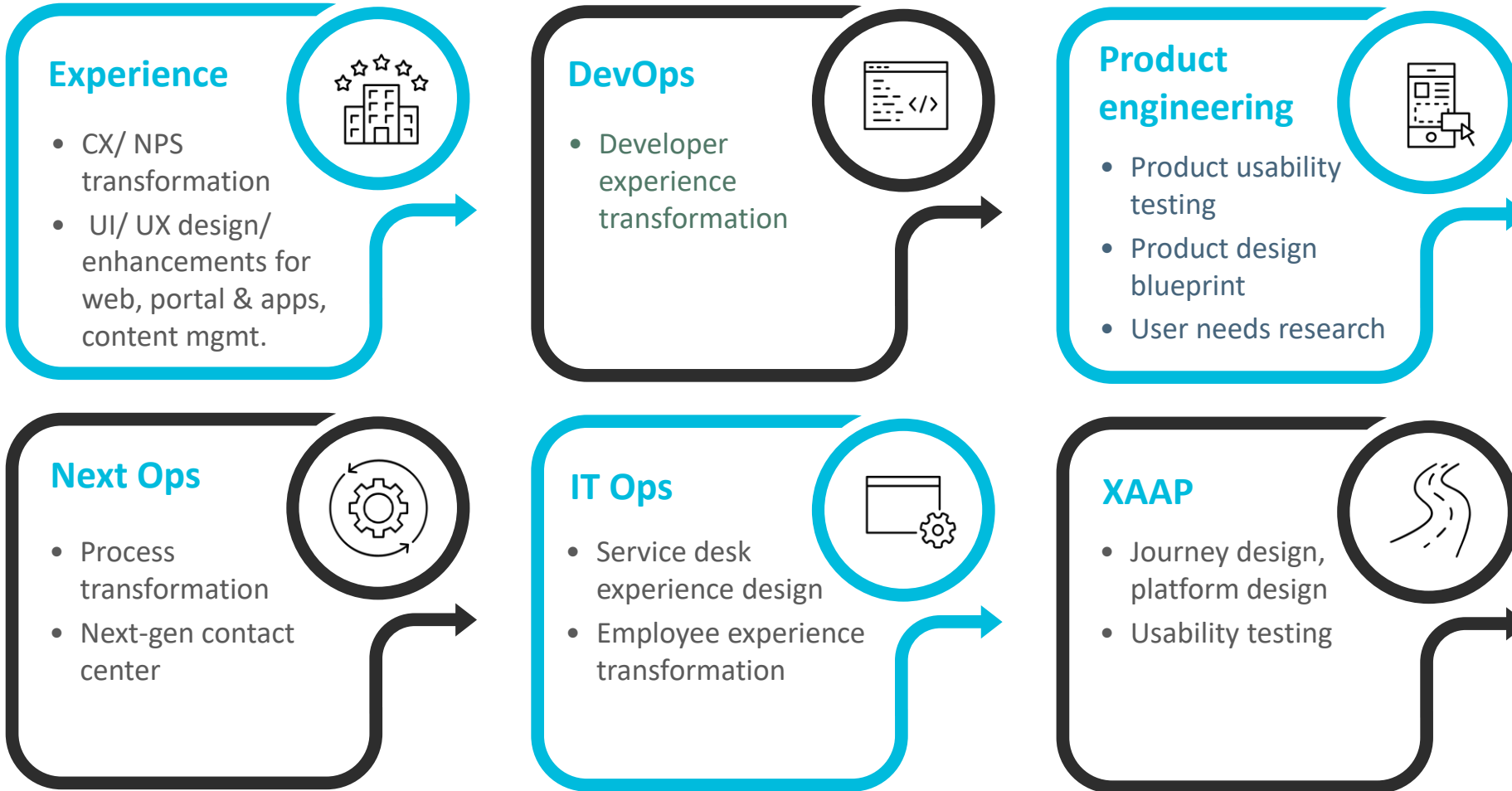


Enhancing Shift Left - Customer Experience Design within F2B™





Blink's design & experience capabilities important to win in multiple deal types



Mphasis Tribes and services that benefit from Blink contributed to ~70% of Mphasis FY21 pipeline

Source: Mphasis internal data



Blink reinforces our four-pillar strategy to drive sustainable, scalable growth

Overview : Driving Theme of Our Four-Pillar Strategy for FY22 and Beyond

- Tribes & Squads expansion
- Cloud Guild
- Domain competency



- ExCo expansion
- Country heads

- Quantum Lab
- MLOps
- Low-code, No-code

Transaction Summary/Financials

- Transaction consideration value of up to US\$ 94 million
- Strong Strategy, Research and Design skills; access to blue-chip clientele such as Amazon, Microsoft, Google, Facebook
 - 130+ employees with multiple studios in the US
- Est. CY21 revenue of US\$33-35 million, wholly from the US
- Revenue-growth accretive; synergy realization
- Gross Margin accretive - significantly higher gross margins despite being onsite-centric reflects quality of revenue
 - 2-year Impact of ~100 bps on EBIT margin due to performance-based retention and amortization costs; EBIT margin normalization post this



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September 2021



