We are a global consulting & IT services company
We pioneered the Global Delivery Model

- **North America**
  - 16 US Offices, Development Centers in Atlanta and Canada
- **Monterrey, Mexico**
  - Delivery Center
- **Belo Horizonte, Brazil**
  - Development Center for IT & BPO Sales Office for LATAM
- **Europe**
  - Offices/Development Centers across 16 Countries
- **Hangzhou, China**
  - Delivery Center, Asian & Euro Languages, Specialized Services
- **India**
  - Offices/Delivery Centers across 11 cities. Global HQ
- **Australia**
  - Offices / 3 Development Centers
- **Tokyo, Japan**
  - Development Center
- **Shanghai, China**
  - Development Center
- **Manila, Philippines**
  - Customer Service

- **130,000+ employees from 83 nationalities**
- **Operations in 75 cities across 32 countries**
Apply delivery model to full range of offerings

<table>
<thead>
<tr>
<th>Consulting Services</th>
<th>IT Strategy / CIO Services</th>
<th>Business Transformation Consulting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Strategy Consulting</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operations Consulting</td>
<td>Business Process Reengineering</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IT Services</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Application Services</td>
<td>Architecture Services</td>
<td>Packaged Application Services</td>
</tr>
<tr>
<td>Independent Validation Services</td>
<td>Infrastructure Services</td>
<td>Learning Services</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Engineering Services</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Product &amp; Software Development</td>
<td>Product (Co-) Innovation</td>
<td>Business Platforms</td>
</tr>
<tr>
<td>Product &amp; Commodity Management</td>
<td>Cross-industry Shared Services</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>BPO Services</th>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Customer Service Outsourcing</td>
<td>Finance and Accounting</td>
<td>Sales And Fulfillment</td>
</tr>
<tr>
<td>Human Resource Outsourcing</td>
<td>Knowledge Services (KPO)</td>
<td>Sourcing and Procurement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Products and Platforms</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Finacle Universal Banking Solution</td>
<td>Flypp Mobile App Marketplace</td>
<td>iEngage Social Media Platform</td>
</tr>
<tr>
<td>HIPAA &amp; ICD Compliance</td>
<td>Hire-to-Retire Platform</td>
<td>Supply Chain Performance Mgmt</td>
</tr>
</tbody>
</table>
Proven track record with global clients

- 4 of Top 5 Global Aerospace and Defense
- 4 of Top 5 US Banks
- 6 of Top 10 Global Telcos
- 2 of Top 3 UK Supermarkets
- 8 of Top 10 US Retailers

Industry-Focused Teams

<table>
<thead>
<tr>
<th>Financial Services</th>
<th>Manufacturing</th>
<th>Retail &amp; Consumer Goods</th>
<th>HighTech</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy &amp; Utilities</td>
<td>Communications &amp; Media</td>
<td>Healthcare &amp; Life Sciences</td>
<td>Public Services</td>
</tr>
</tbody>
</table>
Client satisfaction reflected in our fast growth

Clients over $10M

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>121</td>
<td></td>
</tr>
</tbody>
</table>

97% repeat business

99% projects on time (Industry avg. 56%)

Revenue

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>$200M</td>
<td>$6.04B</td>
<td></td>
</tr>
</tbody>
</table>

Employees

<table>
<thead>
<tr>
<th>Year</th>
<th>2000</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>5,389</td>
<td>130,820</td>
<td></td>
</tr>
</tbody>
</table>

= $200M

= 1,000 employees
Recognition

**Positioned as Leader in Gartner’s Magic Quadrant**
- International Retail Core Banking
- Comprehensive Finance and Accounting BPO
- Oracle NA ERP Implementation Services
- SAP NA ERP Implementation Service Providers

**Top 10 IT Services Leaders**
Infosys ranked #1 overall
RIS (Retailers) Leader board 2010

‘Infosys among Top Ten Global Technology Companies’
BCG Value Creators Report 2010

Wall Street Journal ranked Infosys as India’s most admired company in Nov. 2010

Highlighted Infosys best practice in ‘The CEO’s Role in Business Model Reinvention’ Jan-Feb 2011 edition
**Challenge: Measurable business value**

- Actual value realized is too often disappointing or not readily visible
  - Drive innovative outcomes beyond cost savings
    - Incremental revenue streams
    - Improving customer service
    - Enabling launch of new offerings
  - Encompass entire value chain to ensure success without surprises
    - Many traditional consulting projects end up over-budget, past deadline or never used
  - Measuring and articulating actual business value
    - Not fully understood prior to engagement
    - May overlap other programs
    - Stakeholders not aligned on definition
    - Not well tracked
Powerful forces driving new opportunities

- Digital Consumers
- New Commerce
- Healthcare Economy
- Sustainable Tomorrow
- Smarter Organizations
- Emerging Economies
- Pervasive Computing
We are most known for our maniacal focus on business results

We help companies derive the measurable business value they’ve always been looking for from business and IT investments

We do this in three ways

- Business Transformation
- Accelerating Innovation
- Efficient Operations
Transformation

Business value realization is the ultimate success factor in transformational engagements

We drive transformation to increase your top-line revenue
Aligned for transformation

**STRATEGY VIEW**

- **What to Change?**
  - Shareholder Value
    - Free Cash Flow
    - Net Margin
    - Top-line revenue
  - Capabilities
    - Industry specific processes and operational metrics

- **How to Change?**
  - Change Initiatives
    - Change levers

- **At what Cost?**
  - Cost
    - Total cost of change

**EXECUTION VIEW**

**BUSINESS CONSULTING COMPANIES**

**IT SERVICES COMPANIES**

What to Change

How to Change

At what Cost

FREE CASH FLOW

NET MARGIN

TOP-LINE ReVENUE

INDUSTRY SPECIFIC PROCESSES AND OPERATIONAL METRICS

CHANGE LEVERS

TOTAL COST OF CHANGE

FREE CASH FLOW

NET MARGIN

TOP-LINE REVENUE

INDUSTRY SPECIFIC PROCESSES AND OPERATIONAL METRICS

CHANGE LEVERS

TOTAL COST OF CHANGE

FREE CASH FLOW

NET MARGIN

TOP-LINE REVENUE

INDUSTRY SPECIFIC PROCESSES AND OPERATIONAL METRICS

CHANGE LEVERS

TOTAL COST OF CHANGE
Transformational offerings

Business Consulting: Focusing on the core shareholder value levers of your business

Enterprise Solutions: Unmatched expertise in full SAP and Oracle product suites

Architecture Services: Transformational roadmaps for enterprise structure & behaviors

Engineering Services: Integrated approach across the entire value chain

Industry Specific
- Financial Services
- Manufacturing
- High Tech
- Retail & Consumer Goods
- Communications & Media
- Energy & Utilities
- Healthcare & Life Sciences
- Public Services
Transformation

Delivering Real Business Value

Revenue Growth, New Product Offerings, Market Reach....

**IMPACT VALUE FRAMEWORK**

- Ensure Adoption & Accountability
- Optimize Processes
- Visualize Information
- Orchestrate Global Capabilities
- Strengthen Strategic Partnerships
- Maximize Return on Assets

**OFFERINGS**

- Business Consulting
- Enterprise Solutions
- Architecture Services
- Engineering Services
## How we measure value - example

Clear line of sight to precise value levers

<table>
<thead>
<tr>
<th>Value Levers</th>
<th>Operational Levers</th>
<th>Processes</th>
<th>Change Enablers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase Revenue Realization</td>
<td>Improve Agent Revenue Productivity</td>
<td>Improve Commission Setup</td>
<td>Design Flexible Commission Structure</td>
</tr>
<tr>
<td>Opportunities</td>
<td>Improve Partner Alignment</td>
<td>Flexible Partner Setup</td>
<td>Design Flexible Settlement Capabilities</td>
</tr>
<tr>
<td>Reduce Operating Costs</td>
<td>Reduce Time to Market New Products</td>
<td>Improve Product Setup</td>
<td>Design Flexible Commission and Settlement</td>
</tr>
<tr>
<td>Reduce Financing Costs</td>
<td>Increase Process Flexibility</td>
<td>Improve Exception Processing</td>
<td>Use Workflows and Dashboards</td>
</tr>
<tr>
<td></td>
<td>Reduce Settlement Delays</td>
<td>Reduce NSF Exception Amounts</td>
<td>Set up Commission and Settlement per Partner Needs</td>
</tr>
<tr>
<td></td>
<td>Increase Settlement Efficiency</td>
<td>Reduce Partner Settlement Exceptions</td>
<td>Build Consolidated View of Partner and Timely Update</td>
</tr>
<tr>
<td></td>
<td>Reduce Interest Cost</td>
<td>Improved Visibility of Currency Trends in the</td>
<td>on Credit Exposure</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Spot Market</td>
<td>Standardize Settlement Frequency</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Introduce Need-based Processing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Cash Flow Forecasting Model</td>
</tr>
</tbody>
</table>

*Illustration: Value diagram from US payment services company*
We keep abreast of latest technology and how it applies to your business issues – You get best of breed
Infosys Labs – Our research arm

<table>
<thead>
<tr>
<th>Primary Labs</th>
<th>Focus Areas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Software Engineering</td>
<td>• Business process management</td>
</tr>
<tr>
<td></td>
<td>• Performance engineering</td>
</tr>
<tr>
<td></td>
<td>• Web 2.0</td>
</tr>
<tr>
<td>Convergence</td>
<td>• Pervasive computing</td>
</tr>
<tr>
<td></td>
<td>• Sensors</td>
</tr>
<tr>
<td></td>
<td>• Digital convergence</td>
</tr>
<tr>
<td>Knowledge-Driven Information Systems</td>
<td>• Next-generation knowledge-driven solutions</td>
</tr>
<tr>
<td>Security &amp; Privacy</td>
<td>• Security analyzed at network, system, application, and business process layers</td>
</tr>
<tr>
<td>Distributed Computing</td>
<td>• Cloud computing</td>
</tr>
<tr>
<td></td>
<td>• Grid computing</td>
</tr>
</tbody>
</table>

600+ Researchers, PhDs and technology specialists

Innovation

Distributed Computing

Infosys

Building Tomorrow’s Enterprise

600+ Researchers, PhDs and technology specialists

Primary Labs

Focus Areas

- Business process management
- Performance engineering
- Web 2.0

- Pervasive computing
- Sensors
- Digital convergence

- Security
- Healthcare

- Next-generation knowledge-driven solutions

- Security analyzed at network, system, application, and business process layers

- Cloud computing
- Grid computing
## Research investments spark new offerings

<table>
<thead>
<tr>
<th>Innovation Area</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>New Commerce</strong></td>
<td><strong>Flypp™</strong> ready-to-use mobile app marketplace optimized for a universe of devices</td>
</tr>
<tr>
<td><strong>Healthcare Economy</strong></td>
<td><strong>iTransform™</strong> accelerates the HIPAA 5010 &amp; ICD10 compliance journey</td>
</tr>
<tr>
<td><strong>Sustainable Tomorrow</strong></td>
<td><strong>iSmart</strong> meters gather consumption data &amp; transmit wirelessly to central system</td>
</tr>
<tr>
<td><strong>Smarter Organizations</strong></td>
<td><strong>HRO</strong> Platform standardizes HR processes across the hire-to-retire lifecycle</td>
</tr>
<tr>
<td><strong>Emerging Economies</strong></td>
<td><strong>Finacle Inclusion</strong> for banks to serve the under-banked profitably and sustainably</td>
</tr>
<tr>
<td><strong>Pervasive Computing</strong></td>
<td><strong>iProwe</strong> intelligent web accessibility assessment to analyze usability</td>
</tr>
</tbody>
</table>
# Tap digital consumer power with iEngage

Harness social media to increase revenue and customer satisfaction

<table>
<thead>
<tr>
<th>Social Dashboard</th>
<th>Easily monitor ongoing dialog</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build Community</td>
<td>Orchestrates conversations between customers and experts</td>
</tr>
<tr>
<td>Content Distribution</td>
<td>Amplify your customer reach</td>
</tr>
<tr>
<td>Engage Customers</td>
<td>Content aggregation for context-aware dialog</td>
</tr>
<tr>
<td>Analytics</td>
<td>Track ongoing ROI</td>
</tr>
</tbody>
</table>
Joint innovation with strategic partners

One of only 2 worldwide

**Oracle**
- Fusion integration
- Joint innovation center in Redwood Shores
- 7,000 consultants
- 20+ specializations

**SAP**
- 10 industry solutions
- 11 cross-industry solutions
- 6,900+ consultants

**Microsoft**
- Microsoft solution ISV
- 53 solutions & frameworks
- 8,000+ consultants
We can efficiently run parts of your business

99% of projects delivered on time or early
(industry avg = 56%)
Optimizing your core operations

enterprise application integration
operations consulting
business process outsourcing and management
networking
infrastructure management
maintenance and support
testing and independent validation
Full range of cloud services

Infosys as a Cloud Ecosystem Integrator

- Comprehensive professional services for the cloud
- Industry-leading services in the cloud
- Ecosystem of partnerships
More competitive than Harvard...

Grooming talent at the world’s largest corporate university

- 400,800 job applications
  - 6.5% hired
- Ranked best in world for education and training
- 23 week training orientation
- $184m investment in employee education

Global Education Center
Mysore, 335 acre campus

- 610 full-time faculty
- 208 with PhD or Masters
## Custom-fit your Infosys engagement

### Traditional Models

<table>
<thead>
<tr>
<th>Staffing &amp; Effort</th>
<th>Time &amp; Material</th>
<th>Fixed Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Fixed price</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Unit based</td>
</tr>
<tr>
<td></td>
<td>Custom-fit your Infosys engagement</td>
<td>License/Royalty</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Pay-as-you-go</td>
</tr>
</tbody>
</table>

- **Hourly rates**
- **Initial/small projects**
- **Well defined**
- **Predictable cost**
- **Fluctuating work**
- **Pay by the drink**
- **Risk-reward sharing**
- **Upfront and/or monthly fees**
- **Faster TTM**
- **Joint IP if needed**
- **SaaS model**
- **Price linked to use**

### Value-based Pricing

<table>
<thead>
<tr>
<th>Fixed Fee</th>
<th>Variable Pricing</th>
<th>IP Solutions</th>
<th>Business Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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- **Well defined**
- **Predictable cost**
- **Fluctuating work**
- **Pay by the drink**
- **Risk-reward sharing**
- **Upfront and/or monthly fees**
- **Faster TTM**
- **Joint IP if needed**
- **SaaS model**
- **Price linked to use**

### Business Platform

- **SaaS model**
- **Price linked to use**
Formal process to track business benefit

Business Value Articulation

**Business Understanding**
- Success and Delight Factors
- Business Processes
- Customer & IT Context
- IT Impact on Business

**Benchmarks & Frameworks**
- Solution Definition
- Business Value Measure
- Key Engineering and Business Metrics

**Execution Excellence**
- Value Engineering
- Measure Impact
- Validate Assumptions

**Enablers**

**Analyze**

**Propose**

**Deliver**
Sustaining the community

**Employee Volunteering in Education**
Wide range of programs for school and college students in India, US, Europe & Asia

**Infosys Foundation**
Investing in healthcare, education, social rehabilitation and the arts

**Infosys Science Prize**
Not-for-profit trust set up to encourage research in India into development issues

**Resource Efficiency**
Reduce per capita use of energy, water and carbon emissions with long term goal to be water positive and carbon neutral

**Green Procurement**
We help our vendors ‘go green’. We prefer vendors who support diversity and ethical behaviour
Let’s explore your future enterprise strategy

Experience Center

Visit our Experience Center and 80-acre campus in Bangalore

Innovation Workshop

Explore the 7 major themes and how you can address them

Custom Health Check

Use our consultants to health check your IT strategy
Business Value

Is at the heart of everything we do

When you work with Infosys you actually get the value you were promised
NOTES


The Magic Quadrant is copyrighted 2010 by Gartner, Inc. and is reused with permission. The Magic Quadrant is a graphical representation of a marketplace at and for a specific time period. It depicts Gartner’s analysis of how certain vendors measure against criteria for that marketplace, as defined by Gartner. Gartner does not endorse any vendor, product or service depicted in the Magic Quadrant, and does not advise technology users to select only those vendors placed in the “Leaders” quadrant. The Magic Quadrant is intended solely as a research tool, and is not meant to be a specific guide to action. Gartner disclaims all warranties, express or implied, with respect to this research, including any warranties of merchantability or fitness for a particular purpose.

Awards and Recognition

* As of Q3, 2010

Winner of the IEEE Computer Society / SEI Software Process Achievement Award 2009

Infosys rated as a leader in IDC MarketScape for Oracle Implementation Ecosystem
Source: http://idcdocserv.com/225708E_InfoSys

Infosys wins the Global MAKE 2010 Award for the 7th time!
Source: http://www.knowledgebusiness.com/knowledgebusiness/Templates/ReadKnowledgeLibrary.aspx?siteId=1&menuItemId=33&contentHeaderId=6746

Infosys BPO wins 'India M&A Deal of the Year' award
Source: https://www.globalmanetwork.com/winnersCircleAsiaAwards.php

Finacle Awarded as The Leader in Innovation
Source: http://www.financial-i.com/awards

Infosys has been named India’s Most-Admired Company by Wall Street Journal's Asia 200 survey
Source: http://online.wsj.com/article/SB100014240527023041737645755763632563066.html?mod=googlenews_wsj

Oracle Implementation Ecosystem

M&A Atlas Award

Best in Software Engineering

Global MAKE 2010 Award

Leader in Innovation Award

Wall Street Journal