Infosys Limited welcomes you to the

INFOSYS 3.0

Building Tomorrow's Enterprise

ANALYST MEET 2011

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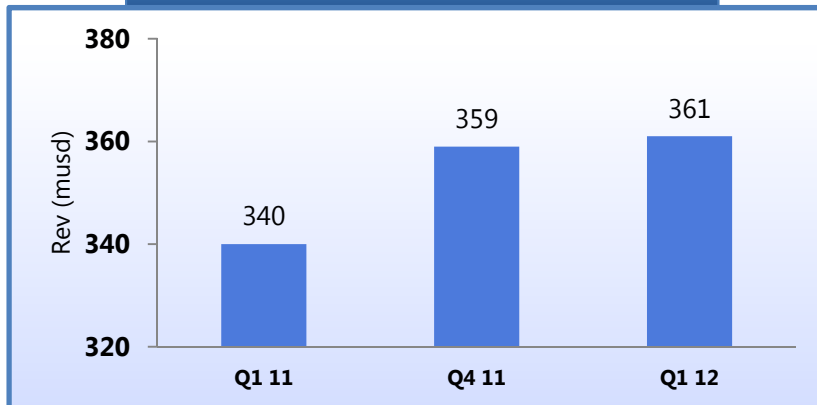# Energy, Utilities, Communications and Services (ECS)

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Member – Executive Council and Global Head - Energy, Utilities, Communication and Services

Safe Harbor

Certain statements in this presentation concerning our future growth prospects are forward-looking statements, which involve 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 earnings, fluctuations in foreign exchange rates, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, 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, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, and unauthorized use of our intellectual property and general economic conditions affecting our industry. Additional risks that could affect our future operating results are more fully described in our United States Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2011 and on Form 6-K for the quarter ended June 30, 2011.These filings are available at www.sec.gov. Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the company's filings with the Securities and Exchange Commission and our reports to shareholders. The company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the company.

ECS - An overview

ECS revenues ($ mn)

Sub-vertical share (Q1 12)

Revenue share
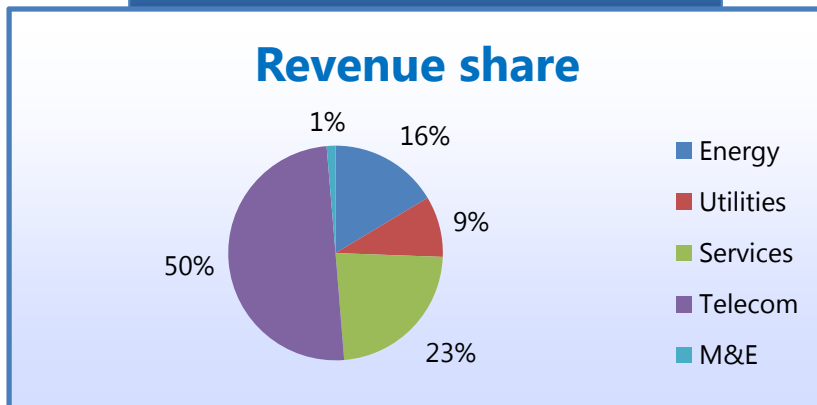
- Over 150 clients
- 4 clients amongst Infosys top 10 (Q1 12)
- 17000+ employees
- Market size > $ 120 bn
  - Communications $ 64 bn
  - Services $ 22 bn
  - M&E $ 16 bn
  - Utilities $ 13 bn
  - Energy $ 9 bn
- 20+ industry segments

* Source for market size: Gartner, Forrester

Client priorities and industry trends

Priorities/ trends - Energy

- Production optimization, pipeline integrity
- DOFF (Digital Oil Field of Future), Data management, ECM, ERP Upgrades
- Health and Safety, compliance, regulatory
- Ageing workforce – technology focus
- Some clients looking at 'onsite only' services

Priorities/ trends - Communications

- Declining topline, cost pressure
- Service bundling, new products/services
- OSS/BSS transformation
- Customer retention
- Move from digital to online
- Need for new media metrics, analytics

Priorities/ trends - Utilities

- AMI (Advanced Metering Infrastructure)/ Smart Grid, CIS Replacement
- Sustainability, consumer engagement
- Renewables, self produced energy
- M&A, consolidation

Priorities/ trends - Services

- Shift from physical to online content
- Create new revenue channels; emerging areas like semantic search, social media, Mobile, big data
- Cloud computing and Mobility
- M&A focus in Travel
- Focus on customer service
- Online channels for Airlines

Macro economic outlook impacting budgets:

- Uncertain economy, volatile oil prices

- Fewer, critical/large projects with higher payback; competitive pricing

- Utilities in the US seeking rate case approvals from regulators

- More spending in health and safety, automation projects

- Germany - nuclear plant shut down by 2022

Industry Trends

- Data traffic growing ~300%, mandating CAPEX investment in Fibre, 3G/4G

- MobilePayments & MobileCare becoming increasingly important

- Renewed focus on customer care, service quality in utilities

- Energy - large spending in wells, drilling and completion viz. real time data capture

- Global peers:
  - Deep domain capabilities
  - Predictability of business value
  - PPS offerings in each industry segment - Flypp, iCare, iQure, Bid Management, SmartGrid offerings, Production Optimization
- Offshore peers:
  - Consulting and transformation capabilities
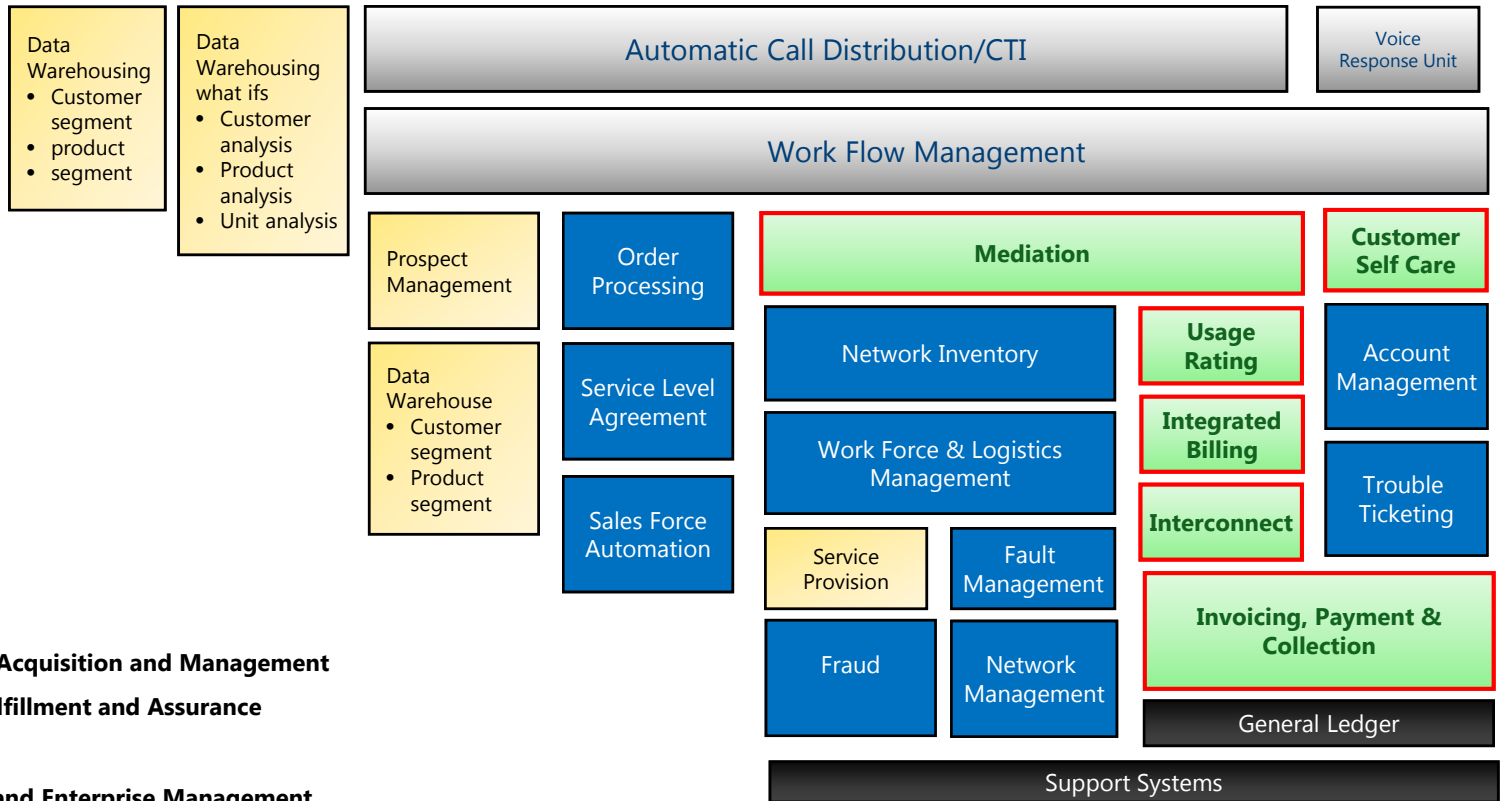 - Domain strength
  - Quality of the relationships

- Dominating presence in the cable sector – 8 out of top 9 cable providers

- Strong presence in wireline space – 6 out of top 10 global players

- Increasing presence in the wireless space – 5 out of top 10 global players

- One of the largest practices amongst offshore players with revenues of app US$ 640 mn (FY 11)

Our services in Communications sector span across service provider business processes

Cycle

| Market Identification | Product Development | Marketing | Sales | Service Delivery | Service Assurance | Billing | Customer Care |

Functions

Data Warehousing
- Customer segment
- product
- segment

Data Warehousing what ifs
- Customer analysis
- Product analysis
- Unit analysis

Automatic Call Distribution/CTI

Voice Response Unit

Work Flow Management

Prospect Management

Order Processing

Mediation

Customer Self Care

Data Warehouse
- Customer segment
- Product segment

Service Level Agreement

Network Inventory

Usage Rating

Account Management

Integrated Billing

Work Force & Logistics Management

Sales Force Automation

Interconnect

Trouble Ticketing

Service Provision

Fault Management

Invoicing, Payment & Collection

Fraud

Network Management

General Ledger

Support Systems

Legend

- **Customer Acquisition and Management**
- **Service Fulfillment and Assurance**
- **Billing**
- **Resource and Enterprise Management**

Case studies - ECS

Success stories on transformational capabilities and solutions

Telecom

1 For a large telco, partnered to deliver a major transformation program for the Operational Support Systems and Retail point of sale solution. Infosys was the lead managing end-to-end SI responsibility across program and outcomes

2 Partnered with the ICT arm of a large Telco in ANZ for delivering value to the client

Energy

3 Large business transformation programs and global ERP rollouts

5 Business Transformation in Upstream Oil & Gas in the areas of Hydrocarbon Accounting and Data Management

4 Consulting & solution design of Integrated Refinery Information System (IRIS) including technology and vendor evaluation for business applications for a major refinery

Utilities

6 Business Transformation in Utilities space in the areas of OMS and WMS

7 Infosys' Smart Customer Portal implementation in progress in one of largest water utility in UK. Anticipated benefits - improved customer satisfaction and operational efficiency

8 Infosys' Smart Customer Portal implementation in progress for one of the distribution company in India under APDRP program. This will help utilities offer various services online.

9 Infosys' Demand Side Management (DSM) implementation in progress in a leading electric utility in the Western US. Anticipated benefits
- High success criteria, better tracking & control for energy efficiency programs
- Quick turn around for the customer application processing

10 Started an engagement with a customer who is deploying MDM as part of its AMI/SG initiative using Smart Integrator; MDM-EAM Adapters and framework components.

Products, Platforms & Solutions

Current status

- Existing offerings such as Flypp, iCare & iQure & Smart Grid
- Flypp updated to include TV app marketplace
- Identifying a set of offerings for each industry segment– Energy, Utilities, Communications, Information Services

Offerings for Communications industry (a sample)

P&L Head	Infosys Offering
Revenue	• Flypp • Mobile Wallet • Revenue Assurance
COGS/COR	• Infosys Care • Circuit Inventory Management • iEngage • iBillCare
SG&A	• ISEC • HR Platform • Procurement Platform

Focus areas

- Address common business challenges across the industry
- Convert CAPEX to OPEX
- Address the entire P&L spectrum of our clients
- Leverage research done by Infosys Labs
- Co-create with clients where appropriate
- Bring to bear perspectives from industries outside of ECS

Key future areas of growth

- **Digital Consumers** - Flypp, iEngage, iCare, iQure, Smart Portal
- **Edge offerings** - Edge of the enterprise devices-Mobiles, sensors-offerings like Mobile Wallet, Smart Grid, GIS
- **Information/analytics** - Pipeline Integrity Mgmt, E-Content, Semantic search, Voice Of Customer
- **Vertical offerings** to differentiate - Airlines, Media etc
- **Focus on horizontal solutions:** P2P, F&A, HRO

Non-linear models

- Opportunity in emerging markets for services like testing to be offered with a transaction-based pricing model

Consulting, alignment of Business Operations

Key future areas of growth

Partnership with clients

- Develop strong client references for business transformation programs
- Conduct BTE workshops with clients to identify opportunities
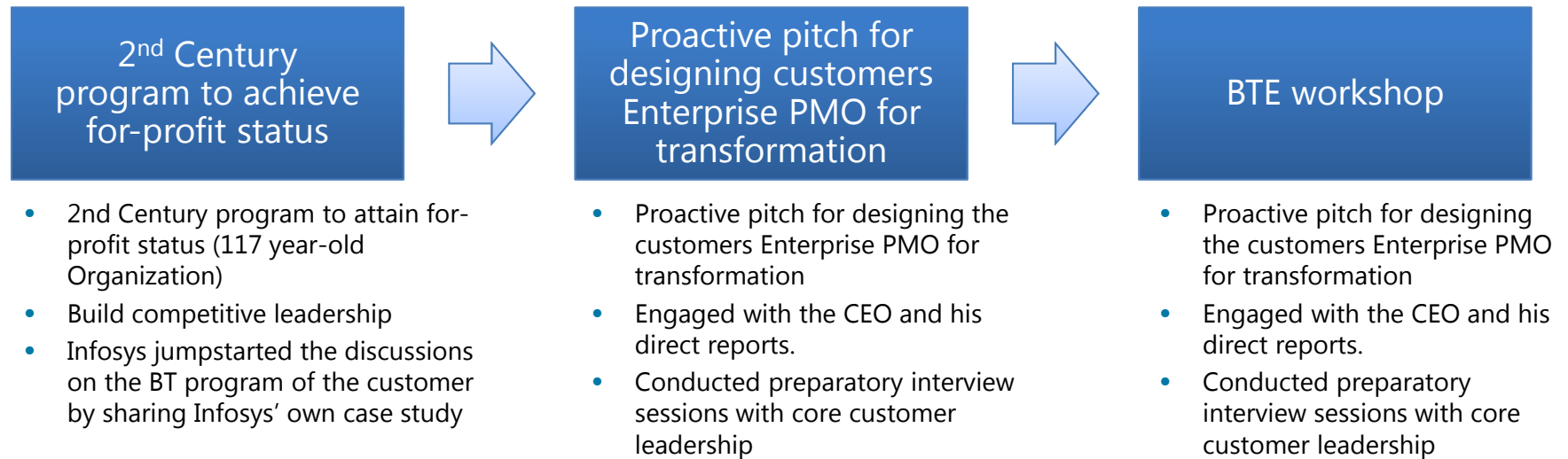
Focus on Capabilities and Services

- Business transformation
- ES (SAP IS-Oil, IS-U, Oracle economies)
- Build industry expertise

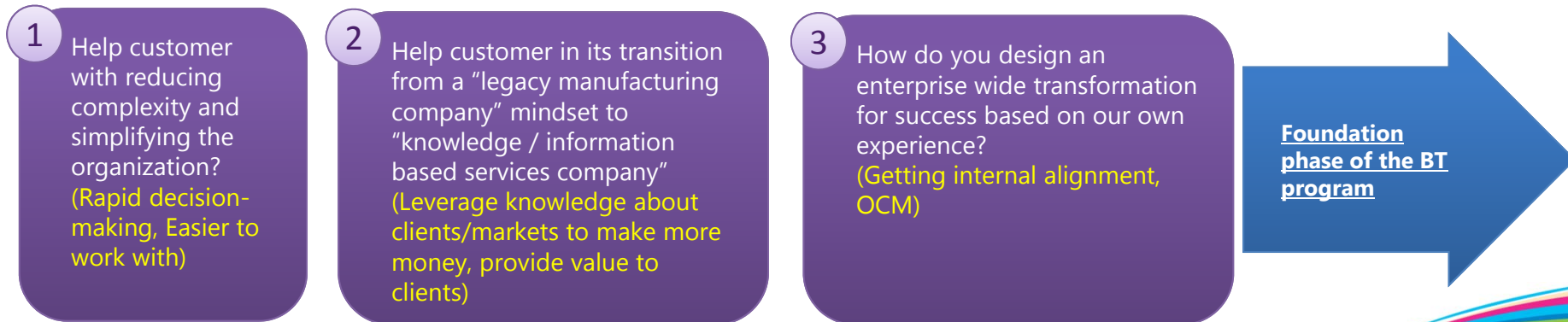## Alignment of business operations

- Seamlessly integrated Service Line Account Structure for top accounts, provide a single face to the client and opportunities for cross selling
- Integrated service line solution to reduce operational costs
- Deploy enhanced global industry & sub-segment practices & COEs for key growth areas
- Enhanced industry sub-segment practices & COEs to create vertical specific & integrated offerings
- Scale-up domain & technical specialists, establish ECS+ Academy
- Scale up presence in non-India delivery centers, especially China

- Overall
  - Continued economic uncertainty in the US & Europe
  - Access to talent
  - Regulatory environment - Challenge around regulatory aspects (visa); mitigated by building front office capabilities in key geographic areas; increased local hiring
  - Forex volatility
  - Wage inflation
- Utilities
  - Onsite heavy model ➔ contrary to our model
  - Constant battle between Utilities and Regulators which impacts predictability of future business
- Airlines
  - Continued lack of profitability in full service airline driving M&A activity (UAL-CO, SWA-Airtran)
  - Volatility in fuel prices impacting opex spend
- APAC and MEA
  - Price sensitive market. Procurement lacks maturity for global sourcing. Infosys is targeting specific countries and leveraging its differentiation in helping clients reduce TCO.
  - Logistics, visa and security concerns in select parts. Infosys has a focused strategy to drive growth in specific countries to help companies transform in meeting the global challenges

BTE workshop for a key Services client

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2nd Century program to achieve for-profit status

- 2nd Century program to attain for-profit status (117 year-old Organization)
- Build competitive leadership
- Infosys jumpstarted the discussions on the BT program of the customer by sharing Infosys' own case study

Proactive pitch for designing customers Enterprise PMO for transformation

- Proactive pitch for designing the customers Enterprise PMO for transformation
- Engaged with the CEO and his direct reports.
- Conducted preparatory interview sessions with core customer leadership

BTE workshop

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What Infosys brought to the table

1 Help customer with reducing complexity and simplifying the organization?
(Rapid decision-making, Easier to work with)

2 Help customer in its transition from a "legacy manufacturing company" mindset to "knowledge / information based services company"
(Leverage knowledge about clients/markets to make more money, provide value to clients)

3 How do you design an enterprise wide transformation for success based on our own experience?
(Getting internal alignment, OCM)

Foundation phase of the BT program

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Thank you

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