



Infosys Limited
welcomes you to the

INFOSYS 3.0

Building Tomorrow's Enterprise

**ANALYST
MEET 2011**

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IBPO

Swaminathan

CEO and MD, IBPO

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.

IBPO growth : Financials and clients

	FY 06	FY 11	
Revenues (\$ mn)	85	427	(CAGR of 38%)
Operating margin %	25%	20%	(Sustained 20% + margin)
Centers	2 in India 1 outside India	5 in India 7 outside India	
International center revenue %	0	App. 28%	
Clients	29	96	
Revenue productivity (\$)	Over 23,000	Over 31,000	(CAGR of 6%)
Headcount	7,021	18,943	(CAGR of 22%)
Global headcount %	3%	13%	

Present number of clients : 100

Has led to growth in the number of clients and a balanced capability

Industry footprint

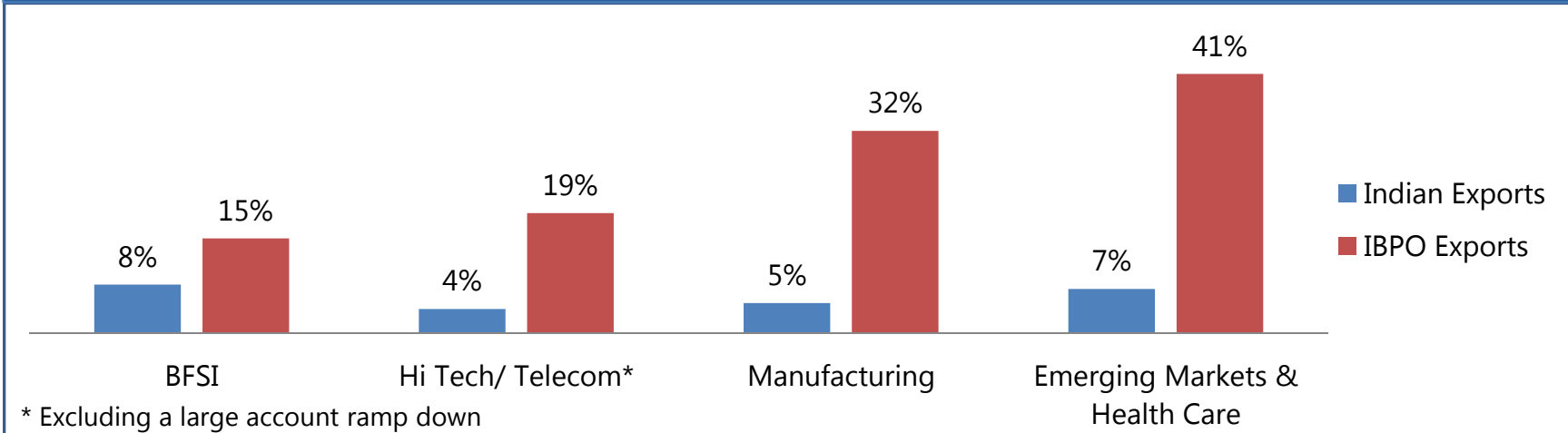
Clients	FY06	FY11
Financial Services and Insurance	35%	30%
Manufacturing	29%	36%
Energy, Utilities, Communication and Services	35%	27%
Retail, CPG, Logistics and Life Sciences	1%	7%

Growth in the number of clients

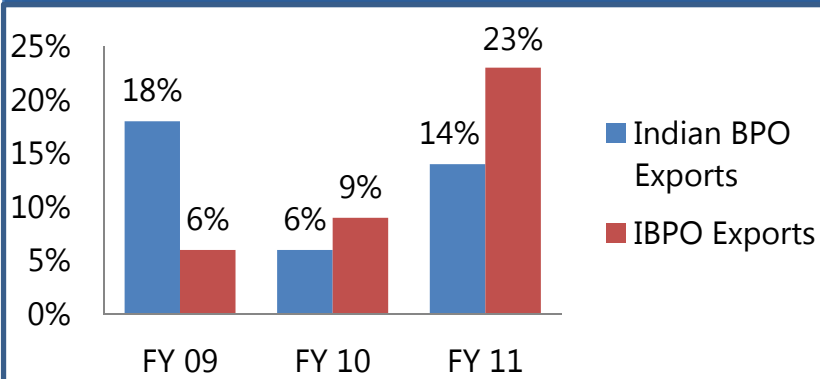
Clients	FY06	FY11
US\$ 1 Million +	18	65
US\$ 10 Million +	2	7
US\$ 20 Million +	1	3
US\$ 40 Million +	0	1

IBPO staying ahead of industry growth

Staying ahead of Indian BPO exports (FY11)



Capturing a larger share of the BPO exports



* Source Nasscom Strategic IT- BPO review (2010)

And

We have grown ahead of industry since inception

By leveraging Global Delivery Model

Onshore

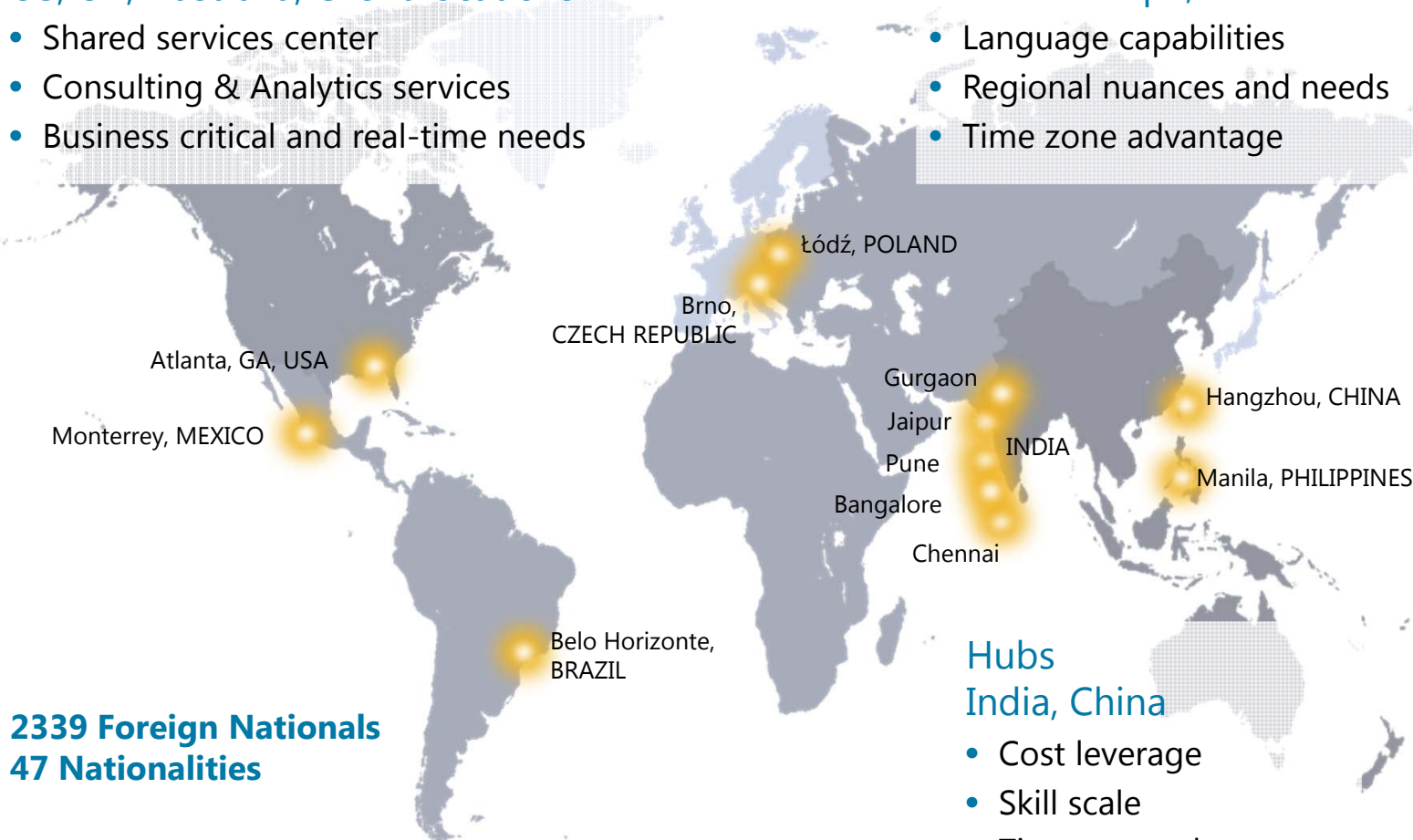
US, UK, Australia, Client locations

- Shared services center
- Consulting & Analytics services
- Business critical and real-time needs

Near-shore

Eastern Europe, Latin America, APAC

- Language capabilities
- Regional nuances and needs
- Time zone advantage



2339 Foreign Nationals
47 Nationalities

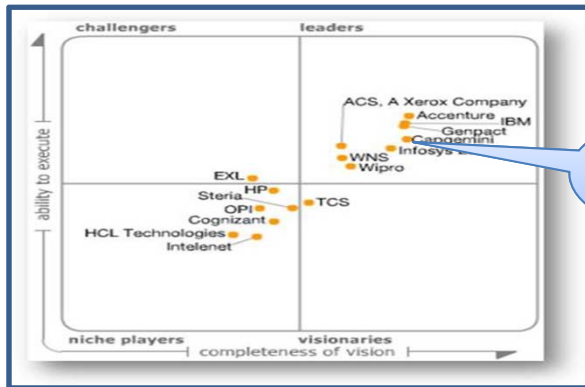
Hubs

India, China

- Cost leverage
- Skill scale
- Time zone advantage

World-class capabilities

Finance and Accounting is among leaders : Gartner



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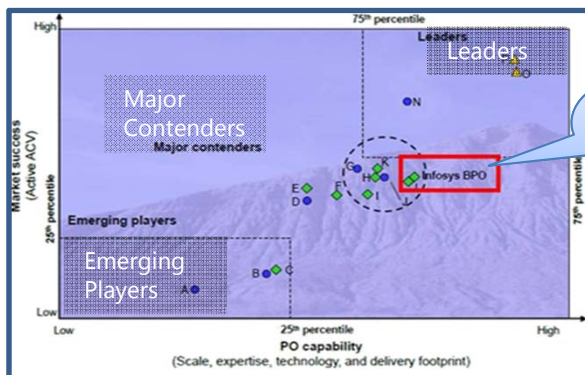
Knowledge Services is a leader in market potential and footprint : HfS



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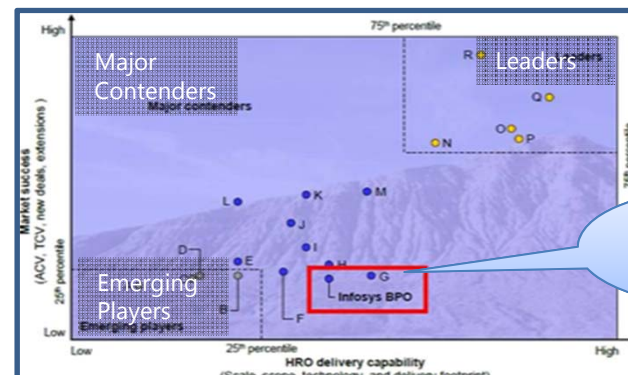
Source: HfS Research, 2011

Best-in-class Sourcing & Procurement delivery capability : Everest



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Strengthening Human Resource outsourcing capability : Everest



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* Source : Everest Research / HfS reports

Demonstrated by delivering business value to clients

19% direct increase in revenue for search engine major

REVENUE	VERTICAL : MEDIA HORIZONTAL : IS
	LEVERS : Revenue, market share, CSAT, customer retention, time-to-market
	REALIZED VALUE : US\$ 30 mn p.a.
	SOLUTION : Optimized bids for key words, sales forecast, budget planning

76% cost reduction of reconciliation for leading investment bank

COGS	VERTICAL : BCM HORIZONTAL : IS
	LEVERS : COGS, reduced cost of service and risk exposure, improved customer experience
	REALIZED VALUE : US\$ 9 mn over 3 years
	SOLUTION : Spend/Gap analysis to reduce travel expenses, discount negotiability, transparent reporting mechanism and supplier accountability

70% reduction in time & effort spend for metal mining major

SG&A	VERTICAL : MANUFACTURING HORIZONTAL : F&A
	LEVERS : SG&A (spend reduced from 3.44% to 0.92%)
	REALIZED VALUE : US\$ 32 mn in 3 years
	SOLUTION : Process re-engineering, spend/Gap analysis to reduce travel expenses, discount negotiability, transparent reporting mechanism, supplier accountability

How we do it..

Business Value Lab

- Value Map
- Value Assessment Template
- Business Value quantification in proposals
- Business Value Case Studies
- Business Value Training

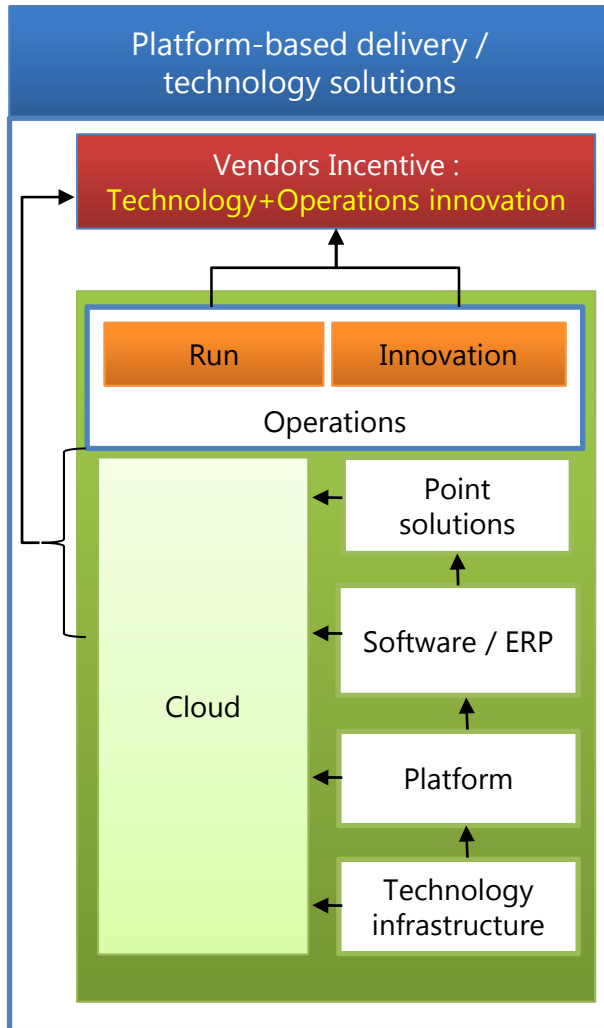
Benchmarking Cell

- Business Metrics Benchmarking
- Tracking tool
- Improvement plan or scorecard

Opportunities in market place

- Growing value proposition in Sourcing & Procurement and industry domain solutions
 - Manufacturing , Financial Services and Retail verticals
- Growing exports to APAC region and LatAm
 - Exports to APAC have grown by 21% CAGR (FY06 – FY 11; , \$320 mn to \$705 mn)
 - Nelson Hall expects LatAm market to grow by \$ 6 bn and Asia Pacific to grow by \$ 11.5 bn from FY10-FY14
- Increasing outcome-based business models
 - Delivering on business metrics - Scope expansion in relationship
 - Offerings based on platform/ process on cloud
- Growing Knowledge services offerings
 - Knowledge services exports have grown by CAGR of 42% (FY07 – FY11 mn; \$600 mn to \$2500 mn)
 - Business Processes - transactional to transformational
- Speed to Market for clients
 - Harmonized business processes seamlessly delivered through Global Delivery Centers providing strategic and competitive advantage to clients

New Engagement Models



Technology solutions - benefits

- Low investment
- Low variable cost
- Faster learning curve
- Higher transaction processing capability
- Low time to transition
- Accelerated Innovation

Process on cloud - benefits

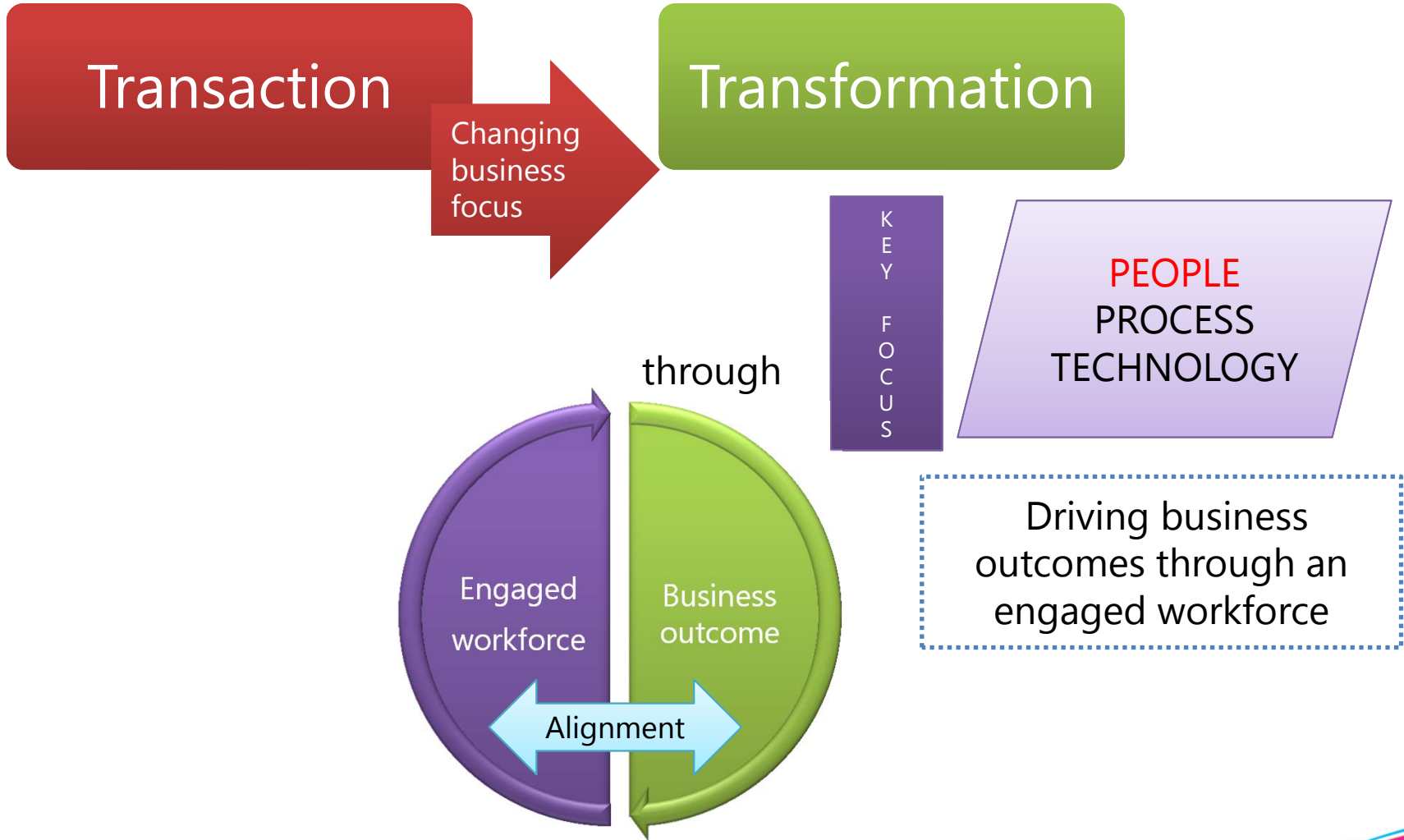
- Low infrastructure cost
- Higher revenue productivity
- New operating models
- Makes processes more agile
- Less time for transition and maintenance

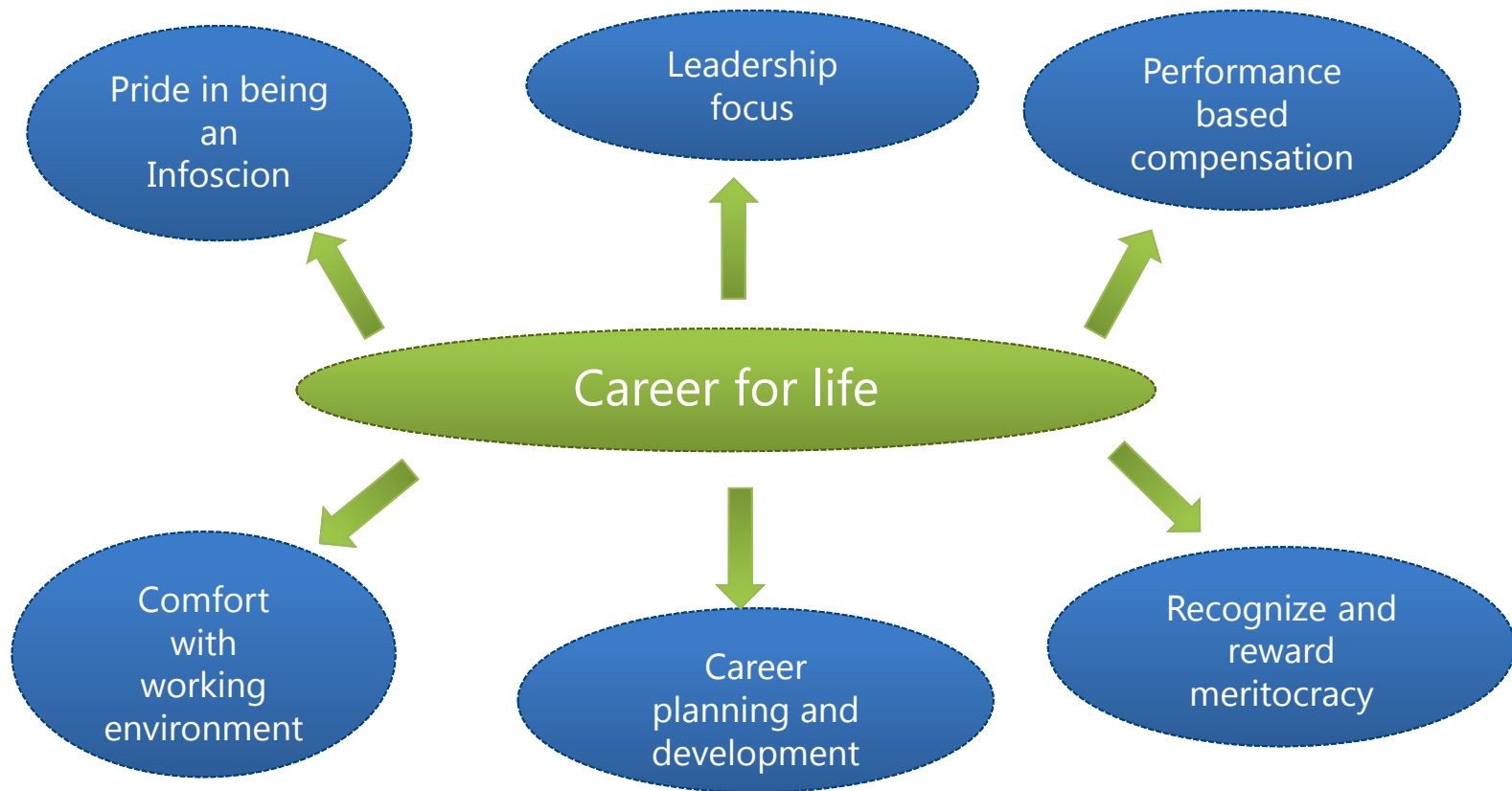
Technology-led differentiation in our solutions

- 25 + solutions across all horizontals in the market
- 8000 + users differentiating through technology solutions
- Over \$ 100 mn revenue enabled through technology solutions

Cloud : Our focus areas

- Business Process on Cloud
- Accounts Payable on Cloud
- Customer Service on Cloud
- Electronic discovery on Cloud





- **Commoditization of services** : Reduction in market price of offerings
 - Mitigation
 - Technology-led solutions
 - Platform offerings
 - Cloud offerings
 - CoGS / CoR Services
- **Talent Management** : Retaining and scaling talent
 - Mitigation
 - Career for life opportunities
 - Capability enhancement and higher education programs
 - Leadership development
- **Country-specific regulations / Cultural requirements** : Impacting offshoring
 - Mitigation
 - Global Delivery Model aligned to strategic & competitive advantage to clients
 - Onsite presence
 - Healthy mix of Delivery Centers

Growth

Create opportunities
(Contribute to client efficiency and effectiveness)

Differentiation

What we will deliver...

People

Will make it happen...

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Thank you

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