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CORPORATE PARTICIPANT

Dr. Vishal Sikka
Chief Executive Officer & Managing Director

Moderator

Just like to welcome Dr. Vishal Sikka, CEO and MD of Infosys. Dr. Sikka joined Infosys as CEO and MD on 12th June, 2014. Prior to this, Dr. Sikka was a member of the Executive Board of SAP AG, at the Global Managing Board, leading all SAP products in innovation globally. In his 12-years at SAP, Dr. Sikka lead SAP portfolio including the break-through in memory platform SAP Hannah, all their applications, cloud and technology solutions. Welcome Dr. Sikka.

Vishal Sikka

Thank you so much. Hi Shikha, hi everyone at Axis Bank, I was originally planning to be there today and then I was going to do this as a video conference from Bangalore or somewhere or Chennai, I don't know but as it turns out the nature of our work is such that I am here in California as I speak to you it's….What time is it it's close to 11 o'clock at night. It is a real pleasure for me to speak to you and to join Shikha at her event.

I want to start with a few remarks and share with you some ideas that I see for Infosys but also industry and then I hope that you all have some questions that we can Q&A, that we can do.

So yesterday I finished 100-days in my journey as this new CEO of Infosys. I am the first non-founder to be in the leadership of this company and I have to say that as we look at this sort of new phase of Infosys I find myself very excited, I find myself like at the beginning of a journey similar to the one that Mr. Murthy was on 33-years ago when he started the company because I see that the future ahead of us is an incredibly exciting and incredibly promising future, one where Infosys and other companies like us can have a great role in helping to shape this.

So I want to talk to you a little bit about that and my sense is as I think about the future in front of us the world if you look at, this technology I am speaking to you live from California and at a very high resolution, the world around us is being very profoundly reshaped because of technology, because of software in fact and that reshaping of the world is happening in pretty much every walk of life and pretty much every industry. So 20-years-ago Nicholas Negroponte, he wrote a book called "Being Digital" which is to this day, it is quite an amazing articulation of what digital really means for us and then in this book he talked about the conversion, the transition from atoms to bits and how this transition was irreplaceable and irrevocable but also it was exponential and when you look at what has happened in these last 20-years, basically the same thread, the same sequence has been followed and today when we look at the world around us, when we look at industries, a massive amount of transformation has happened as a result of atoms being dissolved into bits and software and digital technology taking over and my sense of it is that this transition happens in a way that dissolves layers of complexity, that dissolves layers of inefficiency and middle tier that stay in industries and power goes more and more to the end points. So end users, end points become more and more empowered, there is need for more and more intelligence at the end point, there is need for better and better experience at the end points and this creates the opportunity and this creates the need for new kinds of value and I think that is happening in every industry and it is happening in every walk of life. So that provides the great opportunity of our time for every company in the world and thereby it provides an opportunity for us at Infosys and that usually take these two shapes - one is when every company looks at the world of the future in front of them they look at what is happening from the perspective of how do I take my existing system, how do I take my existing landscapes and make these relevant to the future in front of me so we can call that the renewal agenda. Every business in the world today has a renewal agenda where Chief Operating Officers, CFOs and CIOs are looking at ways to invest, to salvage, to transform, to improve their existing investment, to take their existing system and have these be relevant in the world of the future that they are getting into. And that means usually deriving a lot of operational efficiency out of these existing systems, moving them to the Cloud, to get the efficiency of the Cloud, instrumenting these system for mobility, building APIs for analytics, more or less keeping the existing investments intact and extending the life of these systems for the future and then also simplifying their operations,

improving the efficiency in the operations and deriving more value out of their existing investments. So there is a renewal agenda. But in parallel to the renewal agenda there is a new agenda and the new agenda is about new ways of connecting to their ecosystem, new ways of connecting to the value chain, new ways of reaching consumers and customers, new ways of understanding the behavior of customers in unprecedented ways across channels and so on and doing these new thing, building new system to serve these new opportunities. So there is this constant duality between renewal and new, renew and new that happens and I believe I have seen this. In the last 100-days I have interacted with approximately 125 or so 120 or 125 of our clients and I see the same thing everywhere, they have this dual agenda and that duality, some companies are more advanced, more innovative, more in command of their future than others are and so they have a different proportion of new versus renew and but everybody has it. Earlier tonight I was at dinner with a very large bank and they said exactly the same story, they are looking at digital experiences in the bank and across their branches as well as in the online and mobile apps and so on and they are going through exactly the same kinds of challenges around, on the one hand renewing 4500 applications that they have in the bank and on the other hand creating this new digital experiences and so on. So to support this renew and new, the Infosys strategy is exactly the same, our own renewal and our ability to offer new kinds of things. So on the renewal side of our agenda is we take all our existing services like BPO, like IMS, Infrastructure Management, like verification services, like application development and maintenance, like package system implementation and consulting and so on and renew these and I believe that our renewal will be based on automation, it will be based on artificial intelligence in embracing new technology and new innovation to dramatically improve the existing services that we offer to our clients. I mean BPO for example can be revolutionized by the power of automation and by the power of artificial intelligence. In the past, yesterday's BPO used to be about taking existing processes and operations of processes and moving them to cheaper locations and so forth and this is something that is already dead. This idea is no longer run that companies of the world are interested in, they are looking for BPO partners to be ones that bring processes innovations, that brings artificial intelligence and bring new kinds of efficiency and new value to those processes not just operate them cheaper than they were able to do themselves and so BPO can be dramatically improved in fact revolutionized by the power of automation, rule based systems, by image processing, voice processing, new ways of dealing with processes and we are already starting to see examples of this and helpdesk for example or in procurement and so on where automation can have a dramatic impact. Same thing in Infrastructure Management, if you look at companies like Google or Facebook, Twitter, Alibaba these kinds of companies, they operate their massive data center at an incredible scale with incredible automation. Google used to be at administering something like 10,000 servers with one administrator. Of course enterprise landscapes are much more complex and much more heterogeneous so it is not this kind of automation is not yet within our reach but nevertheless the direction is very clear that more and more automation, more and more intelligence in the system so that the power of people is amplified that we are able to do. Actually Prof. Mashelkar who probably many of you know about, used to have this great line "to be able to do more with less for more" MLM. He even used to have a training program around that, around this idea and I believe that each one of our existing services including even things that on the surface look mundane like quality assurance or IVS, our verification service, it also could be dramatically improved with automation, with better use of AI for source board analysis, for dependency tracking configuration management and so on. Even mundane things like software verification can be dramatically improved by the power of AI.

So our own renewal is driven by bringing more automation, more AI, more of these innovative techniques to all our existing services that we offer to clients and to improve those on the basis of operational efficiency and better effectiveness and things of this nature but we are also very keen to complement this our own renewal with our own new things that we offer now and that is for serving the customers next generation new frontier initiatives. I mean I think about the idea of new, people usually don't know what the best practices are for these new things because they are new things, the best practices are not yet established. You don't have great consulting packages for these so people don't even know usually how to go about, they have generally this idea that we will go digital there or we will do this new kind of business models and so on but it is not very

precise, it is not very tangible and so for areas like that we believe that beyond problem solving we need to help our clients with problem finding and that's why I have been investing so heavily in areas like design thinking which are techniques for helping our clients think about new opportunities and new kinds of ways for becoming more proactive at identifying what problems are that need to be solved and highly relevant and valuable to solve for the future to just to find those problems, to be able to articulate them in a tangible way so that then rapid iterations , rapid prototyping can be brought in to help solve those problems. So we have been investing heavily in design thinking, we are partners with the Stanford Design School in a very big way and in fact we are opening a branch of the D school called DGlobal right there in our campus in Mysore and we are very excited about that (*editor's comments - We would like to clarify that this was mentioned inadvertently and is incorrect. Infosys is not setting up a branch of the Stanford d.school at the Infosys Mysore campus*).

We have trained our top 250 people on design thinking already, we have produced a design thinking class at our campus in Mysore where already approximately 5,300 people have taken their first glimpse of design thinking in a half day program and it is incredibly exciting but beyond design thinking we are also focusing on new kinds of platform that are necessary to serve next generation problems. Every business when it goes digital or it creates new opportunities has a tremendous need for data or big data for data science and analytics and things of this nature and for these kinds of problems the data scales are so massive that analyzing sensor data or log data unstructured data and previous generation of traditional ended platforms for data analysis are no longer cost competitive in serving the needs of these new kinds of things and so we have been investing heavily in this new area we call the Infosys information platform which takes open source component like Hadoop, Hadoop-based projects like Capacity Spark and so on to create a completely new kind of a data processing platform and then we have been partnering with Stanford ICME or other big data places to bring data scientists into our themes and to work with clients on next generation problems and we already see some breakthrough results, some breathtaking results in application like predictive maintenance of machines. Anybody who manufactures machines for a living, these machines are more and more embedded with sensors and being able to do predictive maintenance on these machines is something incredibly important especially for people that make complex machines like huge trucks in mining companies or we recently did this work with a company which makes ATMs bank teller machines, they have a teller machines in ATMs in America and dispatching maintenance crews because at any given point 100s of these machines are down for whatever sort of reasons and dispatching maintenance crews to where the rightly failure is going to happen next is something that can have a huge impact on the bottom line of companies like this. we did some work on predictive maintenance or copiers and things like that or where we have done work on the big trucks that our client has in the mining in their mines, these huge trucks with 6 meter high wheels and so forth and so predictive maintenance, big data analytics is one area that we are very excited about we already have an approximately 45 projects going on in this area, we just started this in the last 60-days or so and we are also starting to work with startup companies who are always going after new kinds of frontiers. Today in Bangalore there is an event going on around Startups, this Plus 91 Event, to encourage startups in India. Here in the Valley obviously this is a tremendous there is always a something or the other going on and there are hundreds of startup companies. So we are working with them, starting to work more and more with startups, to invest in them but also to become extensions of their engineering so that we can accelerate their roadmaps and things of this nature. So basically our strategy is a reflection of our client's strategy to renew our own services but also complement our own renewal with completely new kinds of things that we offer and always whether it is for our clients or for us this duality of renew and new happens within the context of culture of a company. Any company's transformation is governed by their culture, by their education. A company that goes through a major transformation does that on the basis of their workforce, and the work force has to be retrained to deal with a new reality to deal with a new set of business models, new set of products and services and so on. So that education, that training, that is at the heart of any company's renewal as it turns out, it is also at the heart of our own

renewal. We have Infosys, more than anything else, is a company that has education as its core asset, our core differentiation of core asset is education. 20-years ago there was no BPO, there was no IMF, these are new constructs but we had education 20-years ago. Same thing in 10-years from now who knows what kinds of services they offer but education will always be at the heart of what we do. And on my first night as CEO, I went to Mysore to our campus there, we have an incredible University in Mysore and I had the opportunity to spend time with both the trainees but also with our training staff and I asked them, I asked the head of our education, "how long does it take us to put together a class for something completely new" and he said "Vishal we can do it in 3-months, anything under the sun we can put together a world class training program for it in less than 3-months." That is why I exercise that with this design thinking and three of trainers came to Stanford for a few days, they got trained on design thinking and on the 21st of October they did the first wave of these trainings for our young trainees. Within 10-days 5,300 people got trained on design thinking, now this week they are going through a design exercise of their own to figure out how to do this class better and starting on Monday, the next wave of these trainings will start and before the end of this year we'll have close to 30,000 people trained on design thinking. It is an extraordinary capability to be able to teach people anything so when I sit here in front of you and I tell you that Infosys is going to be relevant in this world of tomorrow, that confidence that belief that I have more than anything else, it comes from this one idea and that is education, our ability to train our people on anything gives us the confidence that we can help them do anything and we can help them work with our clients on the problems that are going to be relevant for their future and that more than anything else gives us the strength that we see. So the future that we see is a future where we can help our clients renew their existing systems and businesses where we can help our clients go into completely new kinds of area, in exciting areas and we do that on the basis of our education, on the basis of our culture our training and that our company's renewal on the basis of innovation, on the basis of better productivity, better intelligence, use of innovation and automation and so forth. that in a nutshell is our path. Prof. Mashelkar used to say this thing 'being able to do more with less for more' and that I believe is our future that we will be able to do more with less for more and as we go forward. I will of course lay out our strategy more in detail with more financial implications and so on but this is something that we are doing and we are incredibly excited about and I believe that this broader blueprint of taking advantage of education is our competency and so forth also applies not only to Infosys but to the broader IT agenda in the country and it is my hope that instead of going down this downward spiral of lower and lower cost and hiring people faster and faster and jamming them into projects faster and faster then we can elevate the discussion, we can go up the value chain, we can be more relevant to clients, we can be more innovative with clients and if we did that we will all be better as a result of that.

So thank you very much and I hope that you have some questions for me.

Moderator

Please introduce yourself when you ask your questions, thank you.

Rishi Maheshwari

Hi I am Rishi Maheshwari from Axis Mutual Fund. Thanks for exhaustively detailing your vision of how Infosys will look tomorrow and how you are partnering with your clients. My confusion today is to understand the differential in the deal sizes that you look for the renewal services are far different from what you are looking in terms of the new things that you are talking about. As you mentioned the best practices for these new things itself is unclear in terms of the clients mind, therefore obviously they will take baby steps so the larger issue today is that traditional practices as we used to call them, are the ones which, where the growth needs to be fastened now. Can you give us some perspective in terms of, there were some challenges for instance in a couple of years ago in terms of deal pricing that was not happening and therefore you would walk away from certain things, so in those regards how have

you transformed in the last 100-days, what initiatives have you taken to ensure that the growth perspective also comes back?

Vishal Sikka

So first of all you are absolutely right, see the thing about renew and new - couple of things that we need to keep in mind is that new is small today and will be big tomorrow in terms of revenue. Today's new is tomorrow's renew. This is another thing that we need to keep in mind and the third thing we need to keep in mind in this regard is that new is a great confidence driver today, it is a great driver of strategic relevance to client even if it is not a driver of revenue and this continues to be the case, so tomorrow's new will be again be a driver so what happens is that when you engage in a dialogue with a client the ability to do new things, even if they are small revenue drivers today, the strategic relevance of that is so important that it immediately changes the nature of the dialogue with the client and arguably it actually makes it much easier to achieve the larger renew deal and this is something that we are already starting to see. We have one of our largest, one of the larger Retailers in the world is our client, and we recently won the partner of the year award there, we beat everybody, all the major IT companies of the world and we became, Infosys was the partner of the year for them and this happened because of not only the work that we have done in the past which has been in the more in resale services but because we recently started the new kinds of things with them around complex analytics, on point of sale data and next generation supply chain initiatives and things of this nature done through design thinking. So new of today is a small revenue driver but a big confidence driver and it is the renew of tomorrow. So this is I think, if we keep this in mind it helps both today's business as well as relevance for tomorrow.

Puranik

There is a question asked earlier about how do you grow your client accounts? The million dollar account metrics is the most crucial thing for growing business. How do you get more 50 mn accounts, 10 mn, 20 mn and 100 mn? So the design thinking and the automation and AI you talked about they all are very relevant but to get to the scale of 50-100 mn accounts, so do you have any specific approach different from what's been done so far? And also can you give some idea about what's the design thinking process, how does it work with people and how does it add value to the people themselves and the process and to the customer?

Vishal Sikka

Two great questions Puranik Bhai. I have to say first of all there is no well-defined method for increasing the size of deal, it is a natural effect. If you look at crystallization, crystal form and they attract others and they become bigger and bigger, it is the same kind of a thing. We have been seeing that happen over and over. We recently did a very large deal with a Financial Services company in the area of card payments and payment processing and again it was actually an unorthodox approach that we took with this company. In fact the company wanted to in-source more and more of their work and they have partnered with us to help them with their in-sourcing. So we are actually helping them with our recruiting, we are helping them with our training, and in the process we are becoming great partners. But beyond then the traditional kinds of services we are also working with them on totally new kinds of Infrastructure related challenges, Big Data challenges. They operate financial data analysis at an unprecedented scale and I originally approached with this new, this Infosys Information Platform around big data and it turned out that they have huge set of challenges in payment processing and to run transactional payment processing through a new kind of open Infrastructure. They have not upgraded this Infrastructure for the last approximately 40-years and they are starting to do that with us. So there is a natural coalescing effect that these deals can have. I was mentioning that just an hour ago, I came back

from dinner with one of our clients, a large bank who is visiting here in California and they have the same – on the one hand we are discussing vendor consolidation and application development and their huge challenges there, we are discussing their massive Infrastructure consolidations, and yet on the other hand we are talking to them about digital experience in the bank branches as well as bringing the same experience somehow to their mobile application and things like that and we are working with them on regulatory reporting and this data Infrastructure with this new kind of cost performance where we can bring a tremendous value to them. So the combination of renew and new naturally creates this kind of a crystalline effect that tends to make the sizes of deals bigger. And we are seeing first early evidences of things of this nature and we will be able to announce those more in more detail as we get into our next quarterly earnings and things like that.

But the other part of your question was around design thinking and see in India when we are prudent we are taught to solve problems. We are actually taught that in a very exemplary way. We are at the best at solving problems but we are not so great at finding problems. Increasingly this entrepreneurial spirit is developing more and more in India and people are becoming more open about going into high risk areas and saying, "Hey, I see a problem there and I think that is going to be interesting for lots of people and I am going to solve it." But, problem finding is one of these things that is historically not been very well-designed. Design thinking is a great methodology, when you don't know the problem. When you have a general idea that you want to go into this area, but you don't know precisely what needs to be done. Consulting of the past used to be that "Oh! I need to automate my procurement, so I am going to buy this system from SAP, that system from Oracle and I am going to implement that and I am going to call some consultant to implement this procurement system." But when you are thinking about how do I create a new digital experience for my customers or how do I understand the behavior of my customers across channels, there is no consulting best practice for this today. In fact people don't even know how to precisely articulate what the problem is? So in these kinds of areas, design thinking is a methodology that is very beneficial. What it says is that great innovations are always desirable for end-user, they are feasible from an engineering and architecture point of view, and they are viable from an economic and value perspective. It is a common sense thing. We kind of grew up especially in Gujarat with this mindset and this is what it teaches. So you put together a multidisciplinary team in an open room, go around understanding the needs of the consumer and create points of view around that, synthesize these points of view into crystallized few problems and then do rapid iterations and rapid prototyping, and rapid problem solving to incrementally improve that. I will give you one example. We were with a very large bank on the East Coast of the US a couple of weeks ago, and I met with the Chairman of the Bank and I was discussing this with him and he said that I find a very interesting pattern that when the Bank prides itself on customer service inside the branches, and he said that 80% of the people insist on opening their accounts in the branch and yet at least 80% of them don't want to go to the branch after that, they want to do everything self-service. He said Vishal this thing is going apart so quickly that I am afraid that this thing will break and it will snap and what do I do? And he told me that "once they come into my branch, my experience and my service is such that I can beat any other bank, even the banks that are much larger than me but this is the challenge." So I told him that look the thing that we have to look for is what is it that unifies the branch experience with the app experience and that is experience, the feeling that you get sitting in the branch should somehow be captured in the feeling that you get when you are in your mobile application. What does it mean to be a customer of a certain bank and Apple does this very well, that even when you are in the device, you have the feeling of being inside the Apple store. So, a design session would help them articulate what this problem is and then everything opened up very quickly, he said most of the experience on the website and on the mobile app is designed around fraud prevention because one-third of the people coming there, there is fraud involved. So even for the normal consumer, you are creating barrier to prevent fraud and that actually is a bad thing. So as you get deeper into these things by starting to ask questions to a multidisciplinary team, the problems start to become clearer and clearer and the end result is a very quick exercise where you can solve this incredibly valuable problem which is on the top of the mind for the CEO of the company. This is what design thinking

does more than anything else. You can think of it as consulting where the best practices are not known yet, and it is a next generation kind of methodology like that. We have currently 22 customers, tomorrow one of the largest Hi-Tech company is coming to our office to go through a design session to find their three to five top problems that they have to deal with in the area of innovation and so forth. So 22 customers are already lined up with us. We have trained our top 250 people including our sales leadership in this methodology and as I mentioned at the bottom of our pyramid, we will have trained 30,000 people before the end of this year on this technique and I believe that more than anything else it will help us become people who are able to find the problem and not just solve them once we have been ordered to solve the problem.

Puranik

Thanks Vishal. You have an enormous ability to connect with people through your blog. Every blog of yours look like that it is written for you that is the power of your communication. If you can use this to talk about digital thinking in much more greater detail about how people in Infosys get excited about it, how do they love doing things on digital thinking, and how do they become much more fungible, if you can cover that, that will be wonderful. I am looking forward to seeing you on December 4th.

Vishal Sikka

Absolutely, I only wish that I had a little bit more time because writing like that comes from the heart, I never let anybody else write for me. And you are absolutely right, I need to write these things down in more detail, and I will do that. But somehow in the last 100 days I have been traveling like, you will not believe Vallab Bhai and Puranik Bhai, it has just been insane. And so I am hoping that I can find peaceful chunks of time where I can actually sit down and write these things.

Puranik

But appreciate you taking out time in unearthly hours and big, big thank you.

Participant

Hi Vishal good night to you. Just one question, where are we in the Indian IT services journey to making the revenues versus number of people – nonlinear? Are you the more SAP style and the Oracle style where you really are into programs and applications, and recurring revenues as opposed to just more services and more people, because you are already getting into 300,000 people, half a million people, where does that end in terms of number of peoples that you effectively can manage or feel that you have a control over the destiny of a company which is services driven, human being driven, and then you have to manage a million people, thank you.

Vishal Sikka

That is a very good question. I think the answer actually lies is within us. We can see the answer. If you look at companies like my previous company or Oracle, Microsoft or these other companies, the great transformation that is happening around us, the transformation of our times, it is a services transformation. Everybody is trying to become a services company. You know the software as service, Marc Benioff used to have this big slogan that there is no software here because they had a software as a service company. And I think that the key to get this nonlinearity, to get this exponential growth as you were talking about is how do we bring more and more reusability? How do you bring more and more packaging, more and more software into our client engagement so that the second time, the third time, or the fourth time that we engage with

the client we are bringing more and more of the automation. But it is also equally important that in doing that we don't become a products company because the whole idea is to deliver a complete experience, it is to deliver a service. So we are a services company, we are going to continue to be a services company, but we are going down the path where our services are more and more consistent of reusable components, of intellectual property and so on. So this is our endeavor and that means that we have to find a way to take the people and to amplify the people with better technology, with better tooling, and with more automation that they can bring. And this is something that has been going on for a very long time. Since the industrial revolution or even before that, our ability has always been amplified by better technology and so forth that allows us to do more. And I think that being a human company should not be viewed as being an odds with being a technology company. We have to be both a company that is a human company where our people, where our humanity is augmented by technology. I call this thing the human revolution. And the idea is actually something that most of us grew up with. When I was young, shortly after the 1971 war when Bangladesh was created, we had a shortage of food. Even though 80% of India in those days was working on agriculture, we used to import wheat, we used to import rice, milk used to be rationed. I remember our family used to get a certain amount of milk per day, and then Professor Gorlov from MIT invented this Mexican germ-resistant wheat and Mr. Swaminathan who was in the government at that time, he embraced that and they did some renovation in the way land ownership was and so on, and the end result of that, largely because of technology, was the Green Revolution. And within our lifetime, within one generation, basically look what has happened? India has become self-sufficient in food, we are one of the largest exporters of rice, we are the largest exporter of wheat, we even export milk now and milk products, and yet the number of farmers as a percentage of the population probably has decreased but the total number of farmers in the country has certainly increased over that time. And so it my hope that we will become more productive just as the Green Revolution made the farmers more productive, the human revolution, the revolution of technology and education will create a much more productive human contribution in the services world where each one of us will create much more value with much better productivity and so from a financial perspective you would measure that in terms of revenue per employee. Right now Infosys is at around $51,000 per employee, and over time I would expect to see that number go up. Maybe not in the immediate future but if in two years from now if that number is not going up, then you will see that there is something wrong, and that will be a direct measure of how much productivity has been brought into the equation, is how much revenue per total number of employees is being produced. Obviously Axis is a big customer of Finacle, and Shikha has not always been happy. Every once in a while she will tell us that, "Hey, there is this thing wrong, and that thing wrong" and they have been great customers for Finacle, and because of feedback like this we are making Finacle the world's best core banking product. And of course it is surrounded by the great services and professional services that we bring in. Today Finacle is used by close to 200 banks around the world, 450 million people that is almost one-fifth of the world's banking population is running on Finacle. Same thing with our Edge Applications which are these frontend applications that we are bringing in, but again they are part of the services offerings. So more and more you will see that. Today already Infosys is at a generally higher than the industry in terms of revenue per FTE, revenue per capita, and across the whole industry you have to expect that this number goes up.

Priya

This is Priya here, I am the analyst at Axis Capital, which Nandan was referring you to. I have one question for you, if you could just throw light, on how do you see the machine-to-machine technology is revolutionizing the ecosystem of various industries?

Vishal Sikka

I think that is inevitable. One of the big initiatives that we have launched in the last 100 days is the work that we do together with the Industry 4.0 Initiative in Germany. Infosys is now a partner of this. I am a member of the Senate of the Acatech in Germany. You know the Prime Minister has a meeting coming up with Chancellor Merkel on Sunday morning and this will one of the topics of discussion there, this Industrialization of the World. I don't know if you knew this, but Infosys is responsible, one of our key partners and clients which designs and provides parts to every airline in the world and so whenever you fly in an airplane there is a major part somewhere or the other of that airplane that is designed by Infosys. Wings, fuselages, landing gear, in some cases the entire plane, which we design. And all of this are increasingly instrumented, there are sensors inside them. The sensors are of course designed in software, because the sensors are spitting out software. It was very interesting, I recently saw a demonstration of the work that we did with a huge oil company around the digital oilfield and I was talking to the team about where does the data of the digital oilfield come from? And it comes from drills obviously, that are drilling in the oilfields, and the drills have sensors in them and in many cases we design the drill as well. When you think about the world of this future, where the design process and then the after design deployment process is all digital, we can create a completely new kind of value chain, completely new kinds of solutions there, and that is something that I find incredibly exciting. There are opportunities in that world everywhere, there are opportunities in designing these new kinds of systems using new techniques. There are opportunities in linking the entire lifecycle of the product. There are opportunities in providing new kinds of applications like predictive maintenance, I mentioned the example of ATMs. I have to tell you, we have been working with a huge mining company on this big data problem that they have around predictive maintenance and these massive trucks go around the mines, they have 1000s of sensors inside the truck, and usually actually, Google gets all the press for driverless cars, but the trucks are actually without drivers these days. Our client has close to 200 trucks that have no drivers in them. And what happens is, if one of these trucks goes down then the mine shuts down, and basically the operation of the mine has come to a stop. So they send us streams and streams of this data coming out of the trucks to analyze that, to see if there is any issue that is being surfaced, that could lead to a failure in the truck that you could proactively prepare for. And this problem is a big data problem, which has huge implications to a our client or modern airplanes have sensors in them which are constantly streaming data to the ground, and you can analyze those for predicting any failure that is coming up in the machines before the next flight of the plane and so on. So there is a tremendous opportunity that when the Prime Minister talks about "Make In India", my sense is not just to make things the way they used to be made in the past, and doing that better and better, but to make them in completely new kinds of ways and that is increasingly software-defined ways. So manufacturing that is software-defined is the future of Manufacturing and I think that there is a tremendous opportunity for us at Infosys but also broadly in India around this kind of next generation machine-to-machine Infrastructure.

Moderator

Thank you so much, I think that would have been the last question. Thank you so much Mr. Sikka it is amazing to know that to lead a company like Infosys you know so much about physics, chemistry, biology, you name it in your speech, communications engineering, every form of engineering for that matter. Thank you.

Vishal Sikka

Thank you so much and it was a pleasure to talk to all of you, I wish I was there, but well I hope that this was a good enough substitute.