

Announcing Infosys Consulting, Inc.

Making clients more competitive.

8 April 2004 Bangalore, India



POWERED BY INTELLECT
DRIVEN BY VALUES

The headline ...

Senior leaders from the world's top consulting firms join the Infosys team to build the world's most competitive consulting firm.

We are pleased to introduce Infosys Consulting, Inc.

Vital Statistics

- Incorporated in Texas, USA.
- The business consulting firm of the Infosys global team - 100% owned subsidiary.
- Driven by Infosys values and vision – operationally integrated with Infosys.
- Serving Fortune 1000 and FTSE 500 clients in North America and Europe.
- Headquartered in San Francisco Bay Area (Fremont, California), with additional offices in Boston, Dallas and Southern California.
- New client service model for consulting – focused on competitiveness (more on this).

The leadership team – 70+ years of experience at six top firms.

Stephen Pratt – Managing Director & CEO

- Senior Partner - **Deloitte Consulting** (12 years)
- Elected as Top 25 Consultant in the World 2003 – Consulting Magazine survey of consulting firm leaders
- Top Selling Partner at Deloitte last two years
- Founded and led Deloitte Global CRM practice
- Formerly of **Booz, Allen & Hamilton** (8 years)
- Tennis player

Paul Cole – Managing Director

- Senior Executive - **CGE&Y** (9 years)
- Leader of CGE&Y Global Operations – 2003
- Global leader of CGE&Y CRM practice
- Founder of Ernst & Young CRM practice
- Author - Harvard Business Press - *Customer Connections*
- Formerly of **Mercer** (15 years)
- Skier

Romil Bahl – Managing Director

- Senior Executive - **AT Kearney & EDS** (8 years)
- Global leader of EDS Consulting Services – 2003
- P&L responsibility for ~5,000 person, \$1.2B consulting and transformation business
- Leader, AT Kearney’s European Strategic Technology and Transformation Practice
- Chess player

Raj Joshi – Managing Director

- Senior Partner - **Deloitte Consulting** (15 years)
- CEO - Deloitte Offshore Technology Group (2001- 04)
- Global Director of Alliances – Deloitte Consulting
- Managing Director, Southern California, Deloitte
- Golfer

Board of Directors: N. R. Narayana Murthy, S. Gopalakrishnan (Chairman) , V. Balakrishnan, Basab Pradhan, S. D. Shibulal, Stephen Pratt, Paul Cole

Our mission.

Build a business consulting firm
that continually increases
the competitiveness & value
of our clients and Infosys.

Create competitive advantage for each client. Help
businesses be better & different than competitors.

Sharpen competitive skills of client employees.

Combine strengths and propel Infosys to
become the #1 new generation consulting firm.

Outperform traditional firms.

Why now?

Confluence of opportunities ...

No firm has emerged with a singular focus to help clients become stronger competitors.



The advent of high speed telecommunications allows unprecedented global collaboration.

Consulting fees have grown too high, and clients are putting increased pressure on fees.



2004



Infosys has proven the quality, viability and affordability of the global delivery model.

The cost structure at most existing firms cannot support the reduction in fees that clients demand.



The traditional consulting labor pool is disenfranchised, and the time is right to recruit top talent.

We are at the fourth inflection point of the consulting industry.

1914

Rebuilding After World War I

Booz Allen emerges to do time and motion studies for companies and governments

- Recruiting: business schools
- Project location: local to client
- Client Benefit: new management discipline in analyzing and improving operations.

1926

Consulting Becomes a Profession

McKinsey emerges as professional services firm to guide senior management

- Recruiting: business schools
- Project location: local to client
- Client Benefit: professional values and fact-based analysis/recommendations to management.

1980

Advent of Personal Computer

Big 8 accounting firms enter IT consulting and software implementation

- Recruiting: university undergraduates
- Project location: local to client
- Client Benefit: large teams with deep experience implementing software applications.

2004

Build-out of Global Telecommunications

Infosys global delivery model significantly lowers costs for world class consulting.

- Recruiting: business leaders, industry leaders, technical leaders.
- Location: Based on merit. Work goes to best location.
- Client Benefit: Top tier consulting at lower cost.



Adapted from an original illustration, F. Clark Howell, *Early Man* (New York: Time-Life Books, 1968), 41-45.

We will be recruiting aggressively – initially focused in the US.

Our people ...

- Are top 10% performers from leading consulting firms.
- Have entrepreneurial spirit.
- Demonstrate fairness and good sportsmanship.
- Bring a diverse set of backgrounds, opinions and perspectives.
- Are passionate about helping companies become more competitive.
- Are confident but not arrogant – humility is the key to constant learning.
- Have a sense of humor and understand that life is too short not to.

We will keep many of the attributes of top business consulting firms.

What is the same?

Approach to Engagements

Fact-based analytic approach

Scientific method

Client collaboration

Tell it like we see it

Align our financial interests with those of our client

People Development

A firm of leaders

Expect constant learning

Apprenticeship

Strict meritocracy

However, we will re-invent what should change. Our approach will be distinct from the technology mega-firms.

What is new?

Rigor in running our Business.

Eliminate unproductive overhead of all kinds.

Run a flat, non-hierarchical firm

Connect every single technical task to how it improves client competitiveness.

Move the work to the best worker for the job – regardless of location.

Maintain total project transparency – eliminate un-needed surprises.

People Development

Hire diverse top talent – not just undergrads that are sent to boot camp.

Everyone must understand business *and* technology dimensions of issues.

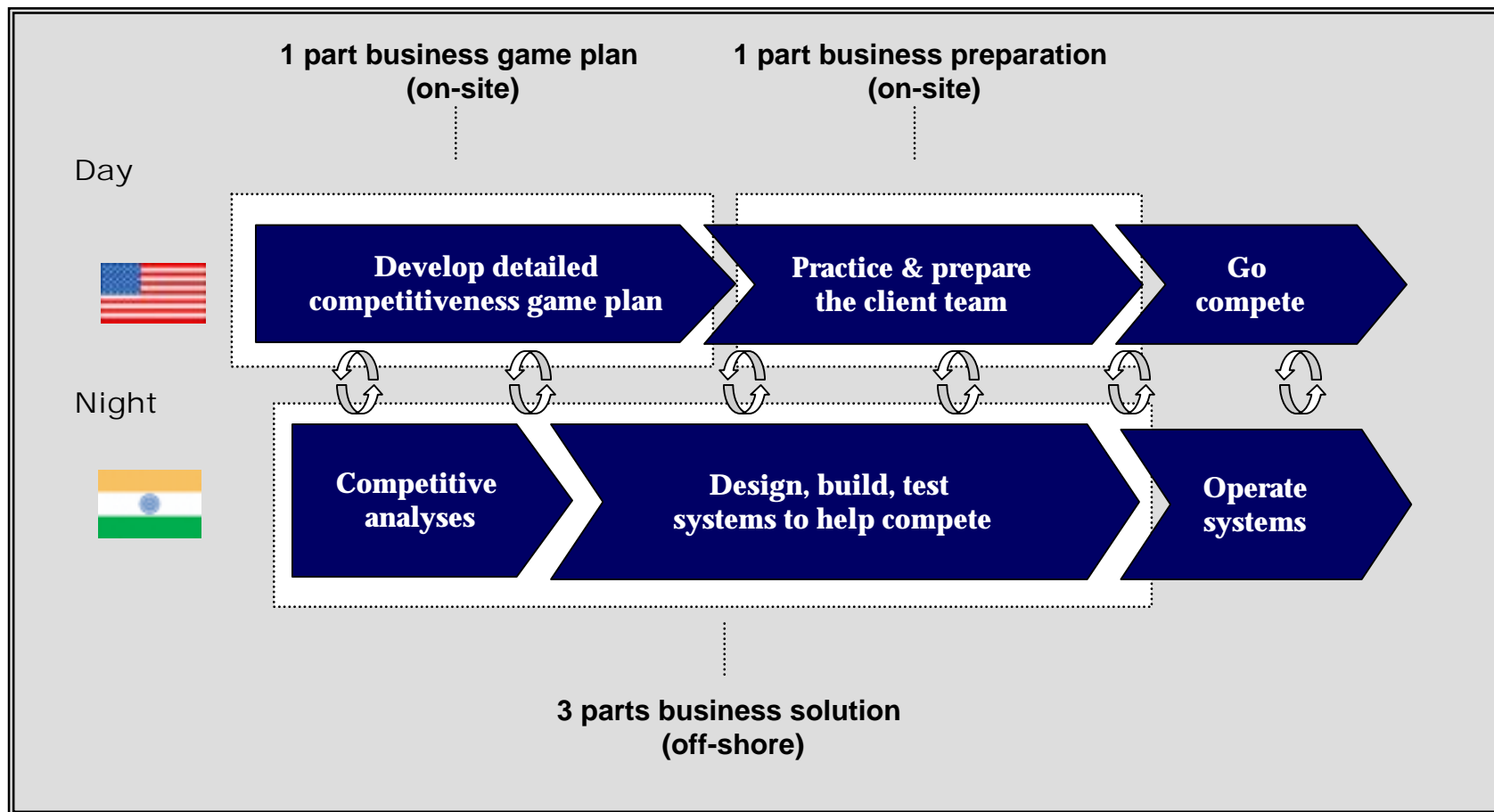
Have confidence without arrogance – humility is the key to constant learning.

Why is Infosys the company to pioneer a new model of consulting?

- 20+ years of expertise inventing and refining the global delivery model.
- Demonstrated financial and operations discipline.
- Committed to becoming a global powerhouse.
- Reputation for Leadership, Integrity & Fairness.
- Strong and visionary management team.
- Courage to be an industry leader. Track record as a pioneer.

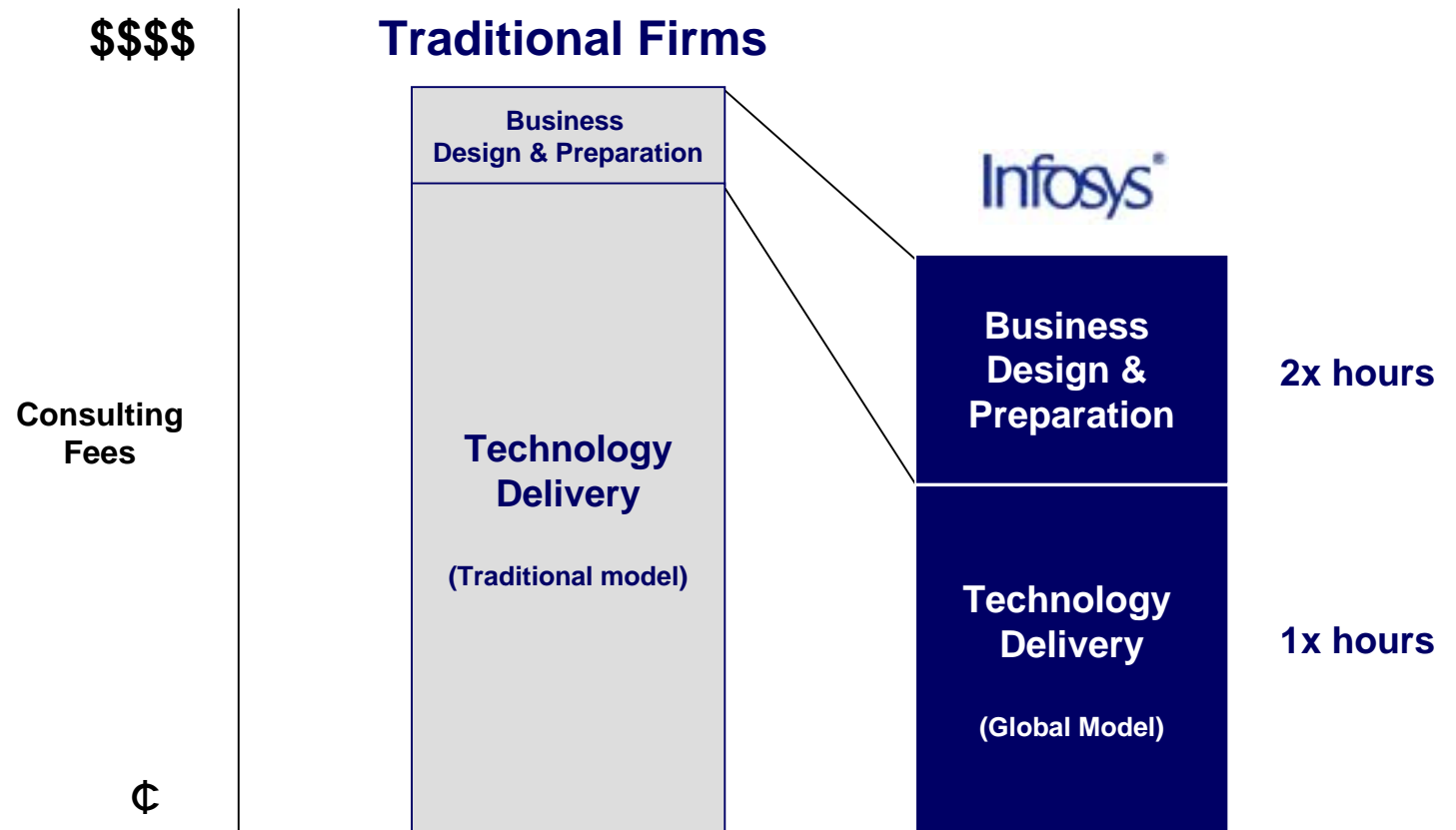
Our 1:1:3 model will focus on creating competitive advantage for clients.

High Level Project Structure – 1:1:3 (US project example)



Our 1:1:3 model will allow more focus on each client's business. We believe it will set a new standard for return on consulting fees.

Typical Allocation of Consulting Fees



This model will be difficult for traditional firms to copy in the foreseeable future.

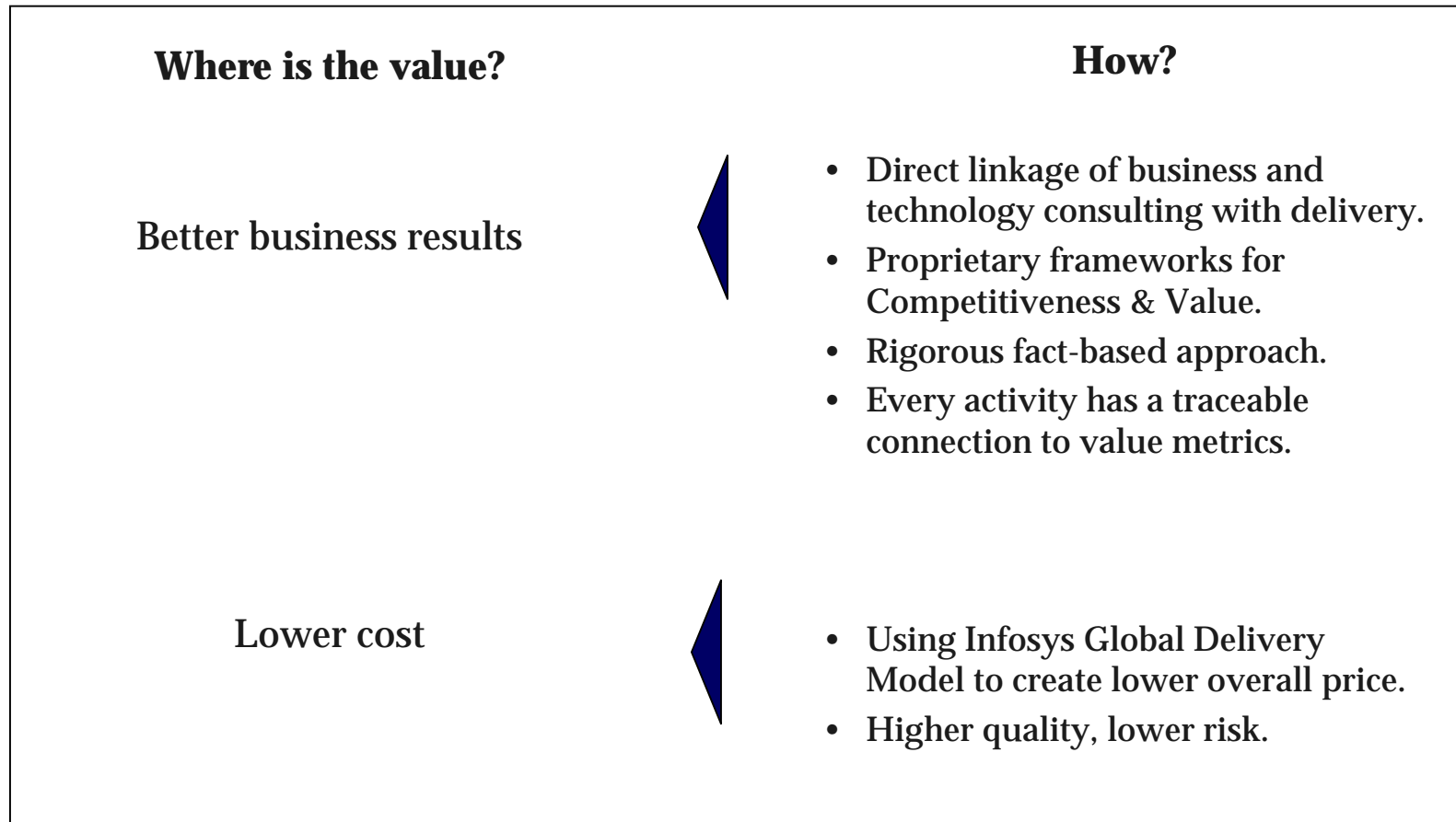
- World class consulting fully integrated with a global delivery model perfected over 20+ years.
- Global delivery built into the DNA of our projects – not treated as a separate division.
- We do not have complex hierarchies or bureaucracies to drive up cost structures.
- Client pressures on fees have forced traditional firms to reduce the amount of business focus they can put in projects.

We will focus projects in four areas of competitiveness.

what we do

		Competitive Advantage			
		Operating Margin	Asset Efficiency	Future Operations	Citizenship
Core Business Processes	Customer Operations	Customer Service Order Management Sales Motions Marketing Analytics		Customer Relationships	
	Product & Services Operations		Working Capital Efficiency		
	Corporate Operations			Planning Information Technology	

It is time for consulting projects that deliver more value to clients.



Better business results + lower cost = More valuable projects



Finally, a consulting firm that takes its own advice.