

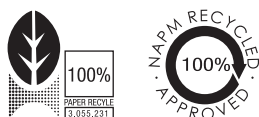
"A leader has to create hope – a plausible story about a better future for the organization. Everyone should be able to see the rainbow and catch a part of it. This means instilling trust which requires adherence to a value system that enhances the confidence, commitment and enthusiasm of the people."

N. R. Narayana Murthy
Chairman and Chief Mentor

Enhancing Trust

The past year has seen a sharp decline in several things we considered infallible. Once revered financial institutions have fallen from their pedestals, stock markets and financial indices around the world have sunk to previously unimagined lows and there has been an erosion of the very factor that makes the world tick: trust.

Infosys values trust as its greatest asset and believes that it is the most precious trait in building faith and dependability amongst our stakeholders. These stakeholders – customers, employees, shareholders, social beneficiaries and vendor partners – keep their faith in us because of our unique value system and commitment to transparency in all that we do. In the pages that follow, some of these stakeholders talk about their relationships with Infosys and their trust in the Company. Trust that has taken a long time to build and which we continue to enhance each day. These are not just testimonials, but articles of faith.



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"Infosys showed ownership, commitment and drive in taking over application development for a strategic billing renewal project and delivered outstanding quality."

Ivo Cools

*Vice President, Service Center & Remote Infrastructure Operations,
Belgacom Group*

An enduring alliance

Belgacom is the leading telecom operator in Belgium. We have over four million customers and a full quadruple service portfolio including mobile, fixed, fast internet and digital television services. Infosys has been partnering with us for more than 11 years, providing system integration, application development and operational support.

In 1997, the mobile telecommunications business was booming and brought with it a unique set of challenges. We required an IT partner to help us successfully navigate the rapidly changing business landscape. For us, Infosys was the right partner – it was swift in delivering faster time-to-market solutions and providing the right skills and people. Infosys also helped in bringing new services into production and increasing capacity requirements, making it a key enabler during this journey.

Our combined efforts resulted in the creation of new business models. These models offered a unique combination of short-term flexibility, cost effectiveness and long-term sustainability. This would not have been possible without Infosys. The mutual respect and joint interests have made this a clear win-win partnership.

Our relationship with Infosys has endured through good as well as challenging times. There have been instances when we called on Infosys to provide solutions at short notice, and to our satisfaction, it has consistently

delivered. In 2008, when we faced issues in the Linux domain, Infosys immediately brought in Linux expertise. This led to a fully functional process framework that allowed us to collaborate and resolve all incident tickets. As a result, the overall delivery Key Performance Indicator (KPI) increased by 45%.

On another occasion, Infosys showed ownership, commitment and drive in taking over application development for a strategic billing renewal project and delivered outstanding quality. The success of this critical project improved customer product segmentation.

Infosys also helped us resolve major operational issues during the launch of a new Mobile Number Portability application. We collaborated to fine-tune the application into a reliable, scalable and stable environment, compliant with Belgian national regulations.

Infosys has proved a reliable partner by ensuring the smooth offshore transition of an important part of our IT infrastructure. This helped improve our quality performance indicators and cut operational costs by 20%.

Working with partners who best suit each other's ambition and goals is a prerequisite to face the constant changes and demands of the telecommunications business. The flexible business model of Infosys corresponds with the vision we have for our future workforce evolution and needs.

Trusted business partner

As a part of its multi-vendor offshoring strategy, SunTrust Bank has engaged Infosys to provide production support, testing, software development and delivery services. One example is the work being performed in our Mortgage subsidiary. Starting in 2005, Infosys contributed to the successful completion of almost 50,000 hours of modifications to a mainframe-based loan fulfilment application. This work was an essential component of our Mortgage Transformation Program involving the implementation of a new loan origination system. Infosys' ability to scale up our delivery capacity to meet this requirement and to do so in both a timely and high-quality fashion was a critical success factor for the program. From this foundation, Infosys has continued to develop its relationship with us as a trusted business partner. Over time, the scope of these services has continued to increase due to the quality of the work performed and value received by SunTrust.



Robert J. Webb
Chief Information Officer,
Equifax Global Technology

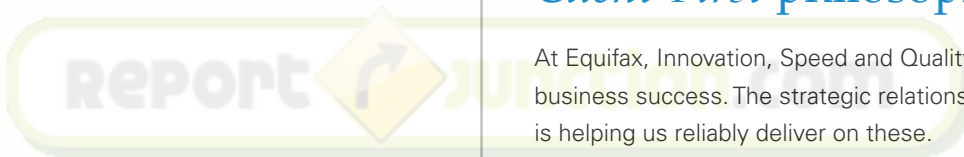
Client-First philosophy

At Equifax, Innovation, Speed and Quality are key to business success. The strategic relationship with Infosys is helping us reliably deliver on these.

Infosys' proven expertise in technology and business process transformation has contributed greatly to the success of our global internet and customer relationship management solutions. The Infosys Global Delivery Model (GDM), complemented with a constant desire to innovate, helped improve efficiencies and productivity. Infosys' dynamic approach to capture business needs, and developing and transforming them into tangible results, helped us manage aggressive timelines, complexity and performance conditions. The commitment to performance excellence is manifested in predictable and high-quality delivery and remarkable transparency in the strategic relationship.

From our long-standing partnership, it's very clear that Infosys highly values and consistently includes the client's business perspective in all its projects. Leveraging the deep knowledge of Equifax's business needs, Infosys proposes and implements improvements and high-impact solutions.

The customer perspective and Infosys' *Client-First* philosophy form the bedrock of this relationship. Infosys is a strategic service provider and more importantly, a trusted business partner.



Mike Hartness
Executive Vice President,
Enterprise Delivery Services, SunTrust Banks, Inc.



"I joined Infosys because of its values and not its brand. I was promised a good career progression based on my performance. I did my best and Infosys honored its part of the agreement. Six years on, I am a Project Manager with rich client exposure and good technical expertise."

Devopam Mittra
Project Manager,
Infosys Technologies Limited

Transparency builds trust

In the six years I have been working at Infosys, I have felt that this organization has stayed true to its founding ideals. I have seen Infosys continue to practice and refine the values that it holds dear. The support it provides to employees is exemplary.

My journey here in Infosys has been a long and interesting one. I joined the Company in 2001 when the dotcom bubble had burst. I had graduated from college with an engineering degree at a time when companies were shutting down or high paying Multi National Companies (MNCs) were firing employees. Infosys was different – it did put a freeze on new hiring at the time but was honest and upfront about what fresh graduates like me could expect as Infosians. Infosys stayed true to its promise to be an employer that recognizes and nurtures true merit.

I have seen the Company's unique approach to its employees and their concerns. Infosys has set itself an exceptionally high transparency standard towards internal and external stakeholders. I have participated in several interactive forums with senior leadership where employees can air their views and opinions. These exchanges have helped in making policy changes and improving work-life balance.

I believe that honest and innovative leadership increases the trust one has in one's employer. We have been truly

blessed to have at the helm of our Company, pioneers of software engineering and alternate business models in the IT industry. These leaders are also standard-bearers when it comes to ethical behavior and principles. It is because of them that Infosians are treated with so much respect in the wider world. I have experienced this in places as varied as the municipal office where I pay my utility bills and the foreign consulates where I go for visa processing. These instances remind me of the years of hard work that have gone into building trust in the Infosys brand.

In these tough times when employees are very often unsure of their employer's intentions for the future, Infosys has been refreshingly honest and forthright. Individuals who perform well and work hard will be rewarded, in keeping with the Company's value system and commitment to excellence. It takes a lot to earn trust. Infosys earned mine when it gave me a chance during difficult times in the past. Nothing that has happened since has changed my belief in the astonishing ability of Infosys to succeed now and in the future.

"Infosys goes to great lengths to ensure that its employees feel they are part of one company no matter what their professional or personal backgrounds."

May Xia
HR Supervisor,
Infosys Technologies (China) Co. Ltd.



Nurturing talent

I joined Infosys two years ago. My faith in Infosys and its unique value system has been reinforced through the experiences I had while assimilating various aspects of the Company's culture and ethos.

It was a joy to discover the amount of investment that this Company puts in training its employees, be it domain, process or soft skill programs. I have greatly benefited from these training programs to achieve my goals with focus and satisfaction.

Infosys goes to great lengths to ensure that its employees feel they are part of one company no matter what their professional or personal backgrounds. The variety in projects and their wide geographical reach let employees experience different cultures and languages. The Diversity Council at Infosys plays a huge part in promoting an atmosphere of inclusivity – something I witnessed during the International Women's Day celebrations held across the organization. This desire to make everyone feel inclusive has increased the trust I have in Infosys, making it a pleasure to come to work everyday.

I have participated in two LITMUS surveys so far and have experienced Infosys' commitment to its employees' welfare through this annual employee satisfaction survey. Policy changes and new initiatives formulated as a result of this survey are communicated to employees at all

levels within the organization. This transparency and willingness to lend an ear to all employees raises the level of confidence we have in Infosys.

Trust between an employer and its employee is enhanced when the organization has a strong vision and leadership. Our senior management in Infosys is not only strong, but they also empathize with employees and their issues. Forums like Meet the Leaders and Quarterly Town Halls allow employees to voice their views and pose questions to the senior leadership.

A nurturing environment and contributing to the welfare of the weak and underprivileged is an essential part of the cultural milieu in which I was brought up. I have experienced the same caring and nurturing trait here at Infosys. Infosys' compassion and empathy was especially apparent after the devastating earthquake that hit Sichuan province in China in 2008. Infosys not only organized fund raising drives and the collection of relief materials but also contributed generously to help the victims of this tragic event.

The cornerstone of any strong relationship is mutual trust. The sense of oneness and being part of a single family is strong here in Infosys. I believe it is this faith and strength of purpose that will ensure Infosys' success in the years to come.



"Before I started working, I sometimes wondered how my father had spent so many years working for one organization. I no longer wonder. These 17 years at Infosys have been the most wonderful of my life."

Samson David

*Vice President and Head of Delivery -
Communications, Media and Entertainment (North America),
Infosys Technologies Limited*

An inspiring workplace

On exactly this date, 17 years ago, a 23 year old boy joined a 250 odd people company called Infosys in Bangalore.

This boy had come to Bangalore from a small town called Devlali that most people would not have heard about. He had come the night before with just one bag and about Rs. 1,500. He was supposed to stay at a friend's friend's place for the night and was to join Infosys the next day – Monday, March 16, 1992. He got down from the bus at around 4 p.m. that Sunday and went to the house – only to find the door locked. He waited for about two hours – hoping this friend's friend would return. The gathering darkness, loneliness and the unfamiliarity of his surroundings were starting to become overwhelming.

Finally, he stopped waiting and took an auto and went to Koramangala. He went straight to the Infosys office at Reddy Building, a small two-storied building, manned by a lone security guard. He showed the guard his joining letter and astonished the security guard by asking if he could spend the night at the office as he was to join Infosys the next day but had no place to stay! He told the guard that he would be much obliged if he could just sit on a chair inside the office and spend the night. Obviously this might have sounded a strange request to that guard. But after some thinking and going back and forth, he agreed.

The boy was delighted and relieved to have a place where he could spend the night safely. He took a look at the inside of the office. He put his bag in one place and made himself comfortable in a chair, and sat there for a while, not knowing what to do. Feeling famished, he went to a nearby restaurant and ate a masala dosa. On coming back to the office, he settled down in his chair in anticipation of the long night ahead. He was then pleasantly surprised when the guard came and said, "There is a conference room on the top floor sir. You can spend the night there". The boy was very thankful. He put his bag on the conference room table as a pillow and fell asleep.

That was my first day at Infosys!

17 years have passed since and it has been an absolute dream. Before I started working, I sometimes wondered how my father had spent so many years working for one organization. I no longer wonder. These 17 years at Infosys have been the most wonderful of my life.

I come from an extremely poor family and have lived 20 years of my life in a tenement room about 12ft x 12ft – kitchen included. Many things seemed beyond reach. My mother, sister and I used to stitch pages from old notebooks to save on buying new ones for the new academic year. We took very good care of our uniforms so we didn't have to buy new ones. My sister and I never

asked our parents for anything new which we knew we couldn't afford. I was a cricket maniac and captained many teams at school and college but never owned a bat almost all my childhood. My friends and I would make a cricket ball using old rubber tubes of cycle tires. As a student in college, I borrowed books and made notes to study on exam day since I didn't want to burden my parents. Sometimes I skipped a meal in hostel so I could ask for less money from my father as I thought I was "contributing" to the family. I still remember the first 5-liter Hawkins pressure cooker that we bought as a family – it was a major milestone. And then the Usha fan. And the 17-inch black and white Philips television set. All of these were great milestones for my family – and we celebrated all of this.

Most of the boys and girls and their families of that generation would have no hope if they had my context. They would be "stuck" in their situations with no future to look forward to.

Infosys was instrumental in changing the future for many of those boys and girls – like me and also their families. Infosys gave us hope, opportunity, raised aspirations and made us dream of infinite possibilities.


It is not that our previous generations did not work hard. My father worked 12 hours a day, 6 days a week for many years so that he could take care of us. But he retired at a salary of around Rs. 3,500 per month. Infosys created "something special" – if one was willing to work hard and work smart – anything could be possible!

After 17 years, I can very honestly say that Infosys has given me more than I have ever deserved, dreamed or desired.

I just wrote to say Thank You – for everything. And these words do not even begin to convey what I truly feel and what I want to say.

Source : An email sent by Samson David to N. R. Narayana Murthy on March 16, 2009.





"When I look back to where I was 15 years ago, it amazes me no end. I studied for my school exams under the light of a dim kerosene lamp in a one-room house I shared with six other family members. Today I am a software engineer. My extraordinary journey wouldn't have been possible without the help and support of Prerana and the Infosys Foundation."

Chitral Pooja

Software engineer in an IT company &
Nurture Merit beneficiary

Against all odds

I was born in Mumbai to a poor family. Life was difficult – my father didn't earn much and my mother, a housewife, died when I was very young. I was sent off to live with my paternal grandmother who had to bring me up with the little money she earned by doing menial jobs. My grandmother was able to support me financially while I was in school; college however, was an expensive proposition. The owner of the telephone booth where I worked part-time suggested I approach a Non-Governmental Organization (NGO) called Prerana for information about scholarships. I applied to Prerana and the day I was accepted into their Nurture Merit program was one of the happiest in my life.

I was introduced to a new way of thinking through a nurturing relationship with both Prerana and the Infosys Foundation. Pramod Kulkarni, Founder – Prerana, visited my house as part of the selection process for the program. Raghavendra Tikot, Founder – Vidya Poshak, an NGO partnering with Prerana in this program, gave me an opportunity to meet Infosys Foundation leaders who encouraged me to go for higher education.

I was also given additional coaching to improve my English language skills. The Foundation leaders showed how much they cared for my personal well-being when they gave me new clothes for my first day in college. I was

deeply touched by this kind gesture. This unconditional support continued through college and even when I landed my first job interview.

I believe that one should give back to life as much as one has taken from it. I volunteer to coach and counsel students in my free time. As I look around, I see that other Nurture Merit beneficiaries are doing the same.

Prerana and the Infosys Foundation helped give wings to my dream. In turn, I hope to motivate others to pursue their dreams and lead successful lives.

A movement for social change

Chitral Pooja was a promising scholar who got in touch with us at Prerana for a scholarship to pursue college education. We have watched Chitral transform from a shy and studious girl to a confident and professional young woman. Chitral's story is one among the many successes that we have witnessed in our efforts to bring an end to generational poverty.

Prerana, eighteen years into its existence, has become a popular movement with the involvement of several thousands of volunteers in the state of Karnataka alone.

Our association with the Infosys Foundation began in 2001 when it gave us a donation of Rs. 50,000. We used this fund to lay the foundations of the Nurture Merit program which initially covered 100 children in two districts of Karnataka. Over the years, the Rs. 8.19 crore contributed by the Infosys Foundation and Rs. 3 crore by other sources have benefited around 15,985 children across India. Around 92% of college graduates under the program have received job offers. 11 NGOs partner with Prerana to run Nurture Merit across Karnataka and India. Our beliefs are reflected in Infosys' efforts to push for more investment in education from the public and private sectors. This shared belief has made Nurture Merit a resounding success.

Working with the Foundation has made us realize the difference in Infosys' approach to corporate social

responsibility. Infosys is committed to developmental change. The unconditional support we receive from the Infosys Foundation has empowered us to take critical decisions and start new initiatives.

The personal involvement of a number of individuals like Foundation leaders, Infoscions and former beneficiaries of the program has helped establish strong emotional bonds between the students and their benefactors. 15 Infoscions are full-time volunteers and 20 Infoscions in Bangalore teach students on weekends. Infosys Leadership Institute volunteers have coached 56 engineering graduates to be successful at job interviews. Well-meaning human infrastructure has thus been institutionalized.

The Infosys brand lends credibility to our cause and opens up doors to new donors and services. We hope to widen the reach and scope of our initiatives and ultimately help eradicate poverty and social injustice.



Pramod Kulkarni
Founder, Prerana

Empowering marginalized communities

Nava Jeevana Mahila Okkuta (NJMO) has been working towards the emancipation of women affected by the Devadasi system in rural North Karnataka, India, over the past four years. We receive the majority of our funding from the Infosys Foundation through Prerana. The important aspect of this program was not only to help meet the immediate needs of the women, but also address the factors that made them vulnerable.

While working with Devadasi women, we have seen the struggles that they go through to shake off the regressive effects of years of subjugation and discrimination. The direction provided by the Infosys Foundation and its key members has been critical in the rehabilitation of the Devadasi women and their children.

Our dealings with the Infosys Foundation have always been transparent and without preconditions. The accessibility of the Foundation leaders and their willingness to listen to us was instrumental in NJMO's success.

At NJMO we believe that our programs will continue to evolve and become self-sustaining. Our hope for the future is that more number of marginalized families and communities are empowered to lead economically independent lives.

Abhay Kumar
Founder Member, Nava Jeevana Mahila Okkuta



"Over a decade into our association with Infosys, we have grown together and built a multi-dimensional relationship. Cisco provides Infosys with cutting edge technology and Infosys in turn provides services that help streamline business critical processes."

Naresh Wadhwa
President and Country Manager,
Cisco India & SAARC

Collaborating to achieve common business goals

For us at Cisco, Infosys is a strategic partner and one of our largest clients in India. It is also our trusted partner in technology development and innovation. We share a strong bond grounded in mutual trust as a vendor partner.

The Cisco-Infosys journey began 11 years ago and has grown from strength to strength. A symbiotic relationship, best illustrated by Infosys' deployment of Cisco's Unified Communications solution and Cisco's use of Infosys' co-engineering services on the development and sustenance of this solution, has led to significant business benefits for both organizations.

Infosys was amongst the early adopters of Cisco IP Phones in India. Currently, Infosys has deployed around 48,000 IP Phones throughout its offices globally, leading to productivity and savings. The Infosys IP Telephony success story will be our case study for expanding the IP phone business footprint across the globe.

Cisco is also collaborating with Infosys to develop joint go-to-market solutions that cater to the needs of common customers and industry verticals. A case in point is the joint collaboration to release Infosys Virtual Banker (IVB). IVB is a multi-channel convergence solution that leverages Cisco's TelePresence functionality to provide real-time immersive communication, collaboration features like audio / video and web conferencing and integrated

synchronous and asynchronous communication on a unified platform.

We believe Cisco's technology leadership and Infosys' expertise and commitment towards winning in a flat world will help both companies draw on each other's strengths. Over the past decade, this relationship has helped deliver innovative solutions to improve Cisco's overall customer experience. We will continue to leverage Infosys' capabilities across future product development lifecycles and look forward to taking our relationship to a trusted advisor level.

The world today is in its early stages of global partnerships and Cisco, along with Infosys, sees enormous potential to drive business benefits such as efficiency and productivity. We believe this relationship will achieve continued success in technology development and innovation. With Cisco's industry-leading networking solutions and Infosys' deep business knowledge, we can together provide a wide array of compelling solutions to our clients. Enabling this business transformation is, in essence, the key to the Cisco-Infosys relationship.