

Tata Infotech Meet

12th August, 2004

Disclaimer

Certain statements in this release concerning our Company objectives, future prospects, expectations may be 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, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, our ability to attract and retain highly skilled professionals, time and cost overruns on projects, client concentration, restrictions on immigration, our ability to manage our international and domestic operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, political instability, changes in government regulations and general economic conditions affecting our industry. Tata Infotech may, from time to time, make additional written and oral forward looking statements, including our reports to shareholders. The Company does not undertake to update any forward-looking statement that may be made from time to time by or on behalf of the company.

Agenda

- Opening Address

F. K. Kavarana

- Financials

P. D. Karkaria

- The Challenge

Charles Antony

The Strategy

- People & Processes : Harmonizing
- Service Offerings : Differentiating
- Operational Efficiency : Raising the bar
- Go To Market : Leveraging convergence

The Change

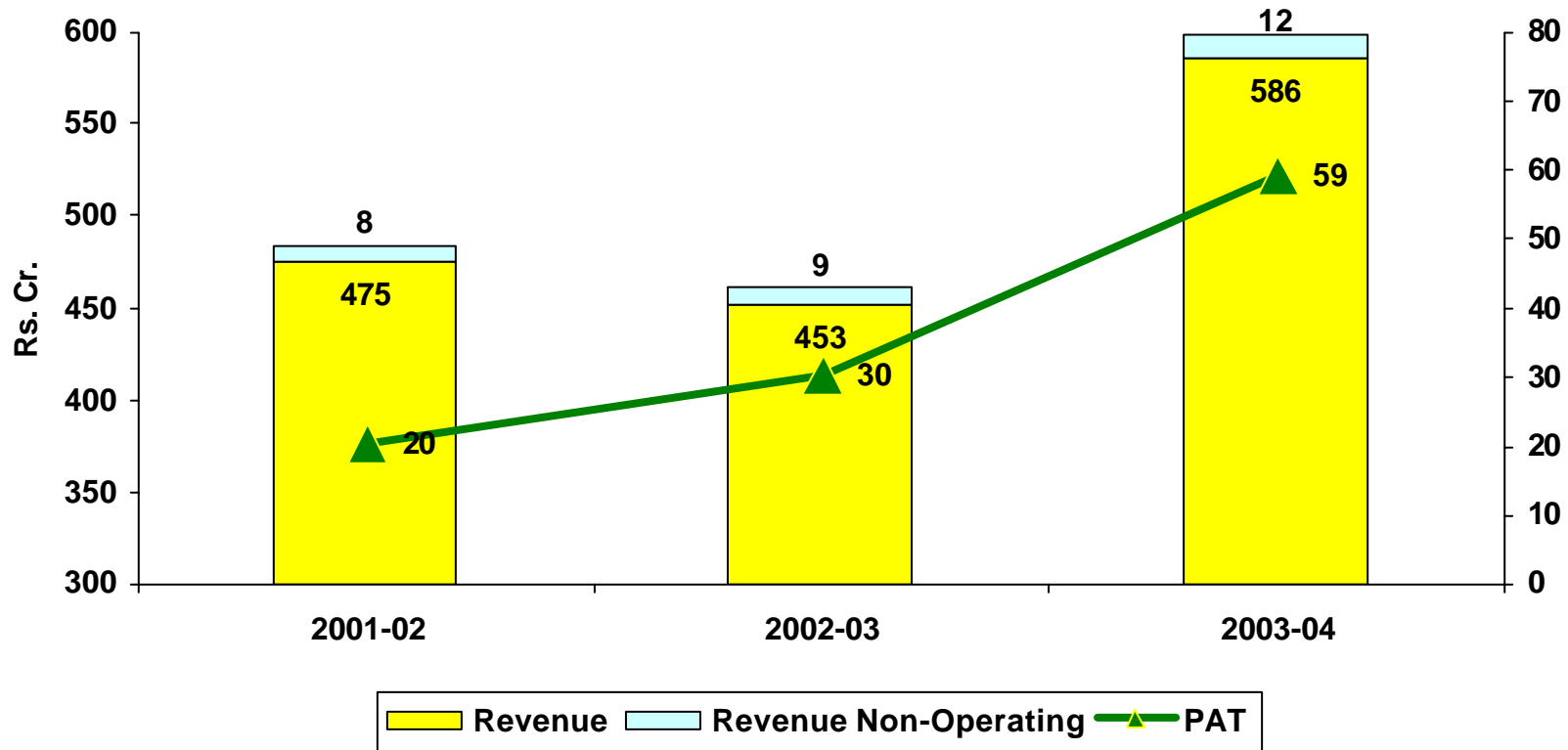
- Q & A

Financials

2003-04

Performance Highlights

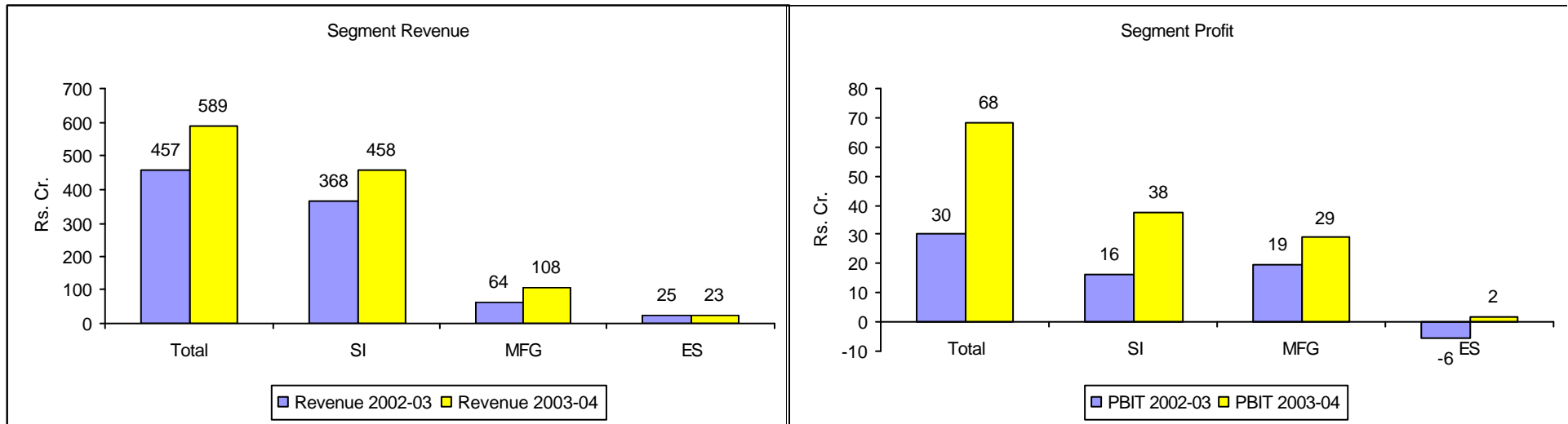
Revenue & Profitability



1. Highest Revenue (29% growth from 2002-03)
2. Highest Profit (95% PAT growth from 2002-03)
3. All Segments Profitable

Segment Results

2003-04 vs 2002-03



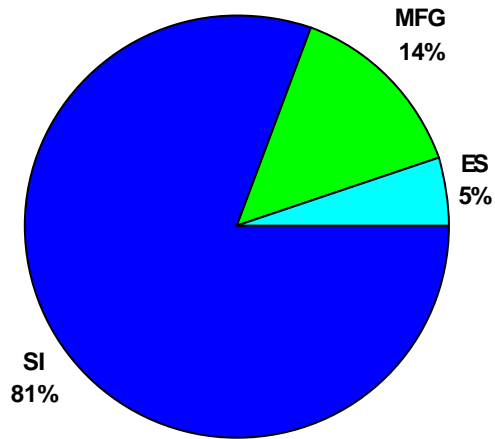
1. Segment revenue increase by 29%
2. SI revenue increases by 24%
3. MFG revenue increased by 68%

1. Segment profits increases by 129%
2. SI profits increases by 133%
3. MFG profits increase by 50%
4. ES also turned profitable

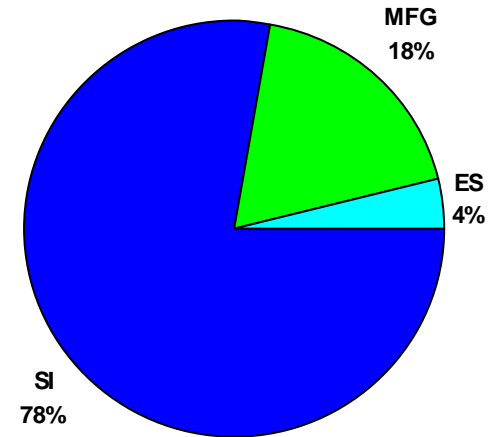
Segment revenue breakup

2003-04

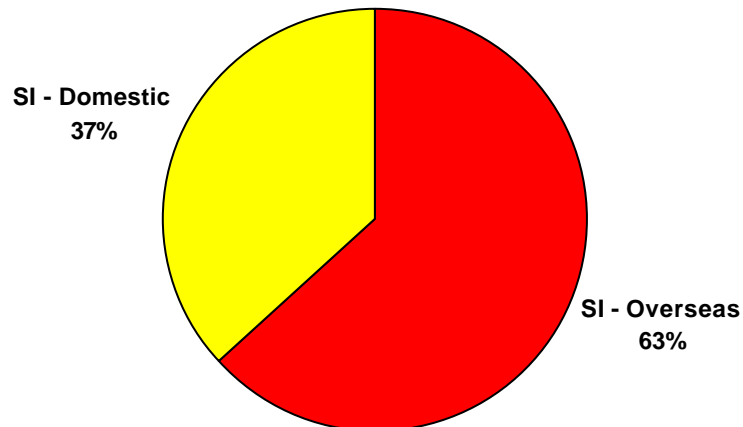
Segmentwise Revenue Breakup 2002-03



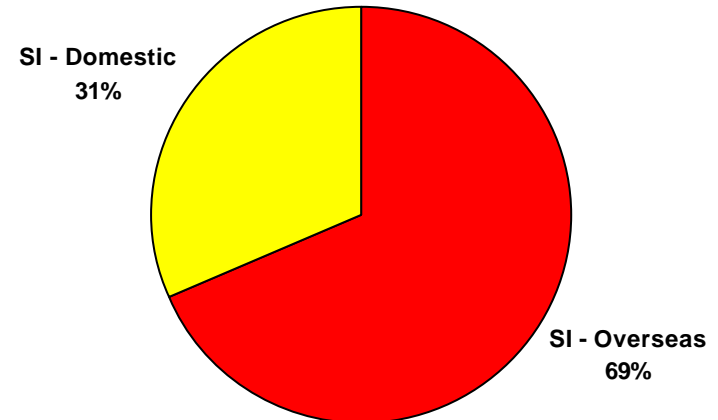
Segmentwise Revenue Breakup 2003-04



SI Revenue Breakup 2002-03

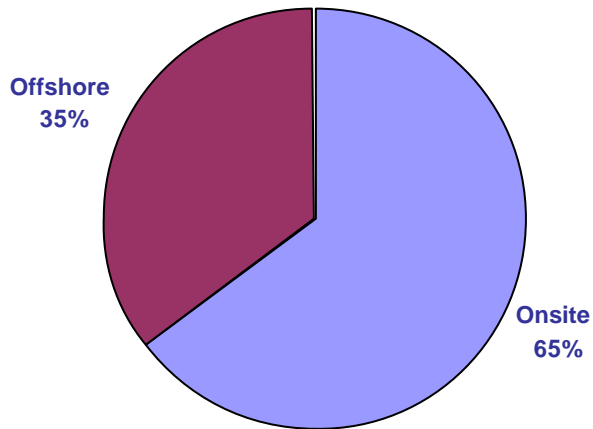


SI Revenue Breakup 2003-04

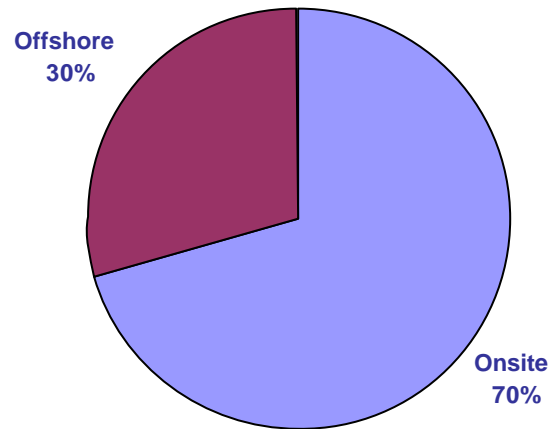


Onsite Vs Offshore 2003-04

Onsite/Offshore by revenue 2002-03



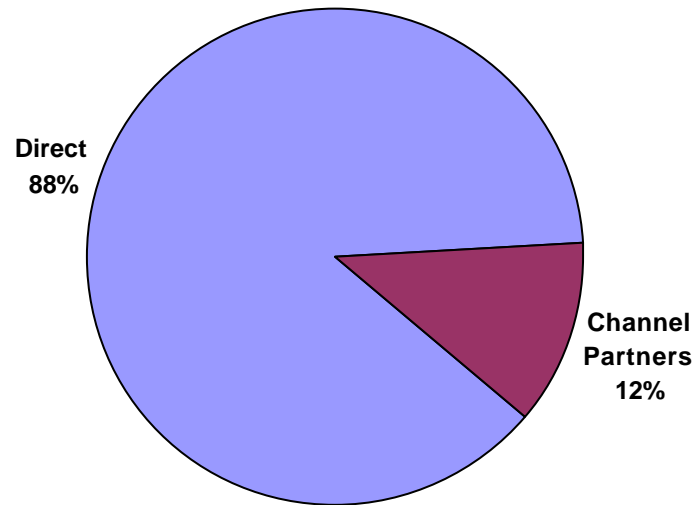
Onsite/Offshore by revenue 2003-04



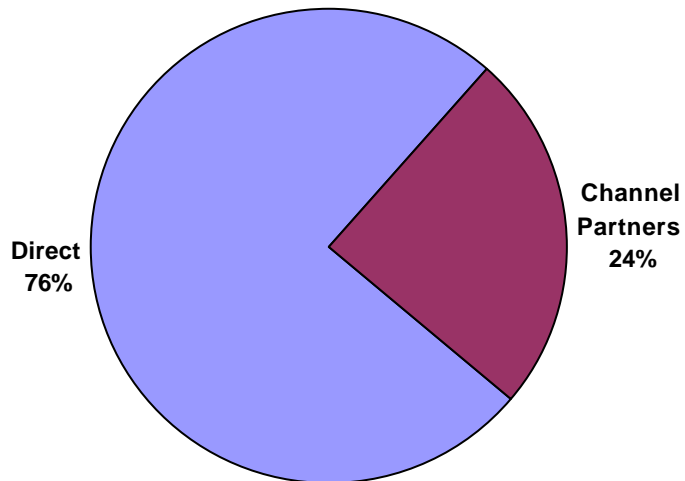
Revenue Sources

2003-04

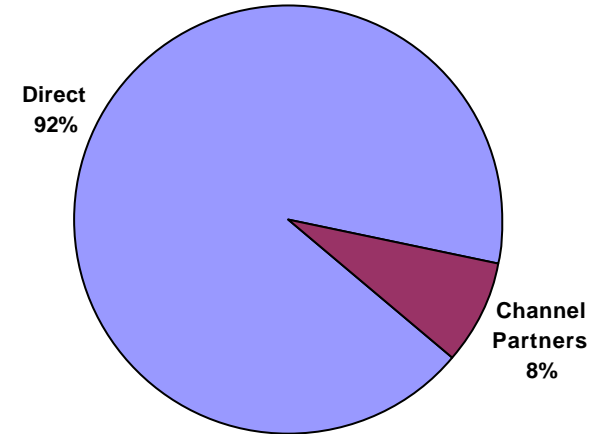
SI Overseas Revenue Source
2003-04



SI Overseas Revenue Source
2002-03



SI Overseas Revenue Source
Q1 2004-05

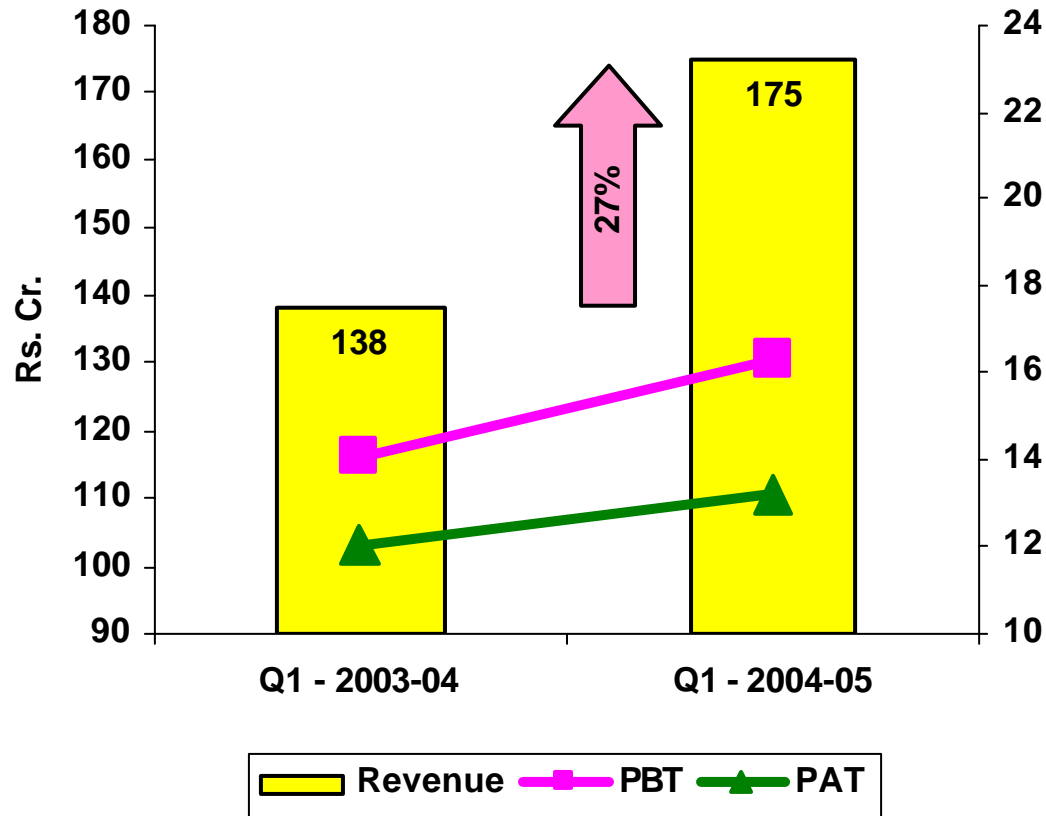


Financials

Q1 2004-05

Q1 2004-05

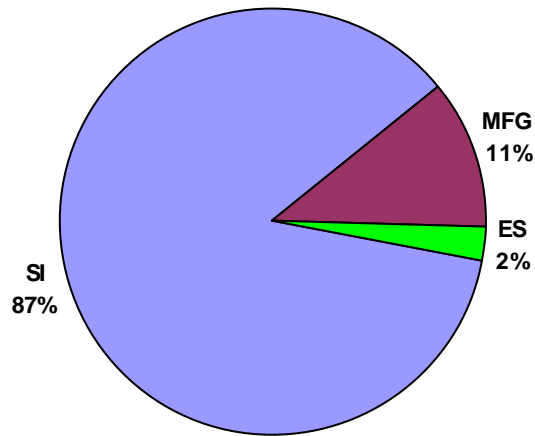
Revenue & Profits



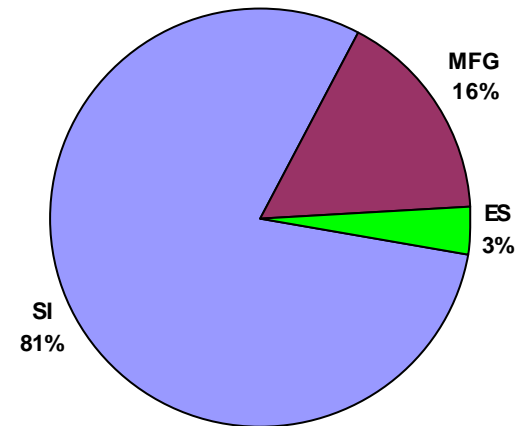
Q1 2004-05

Segment Revenue Breakup

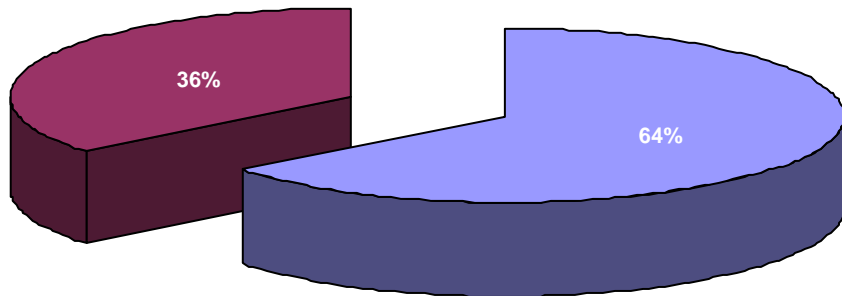
Q1 - 2003-04



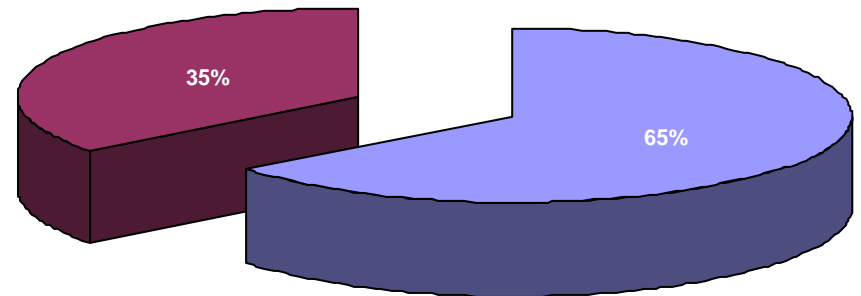
Q1 - 2004-05



Q1 - 2003-04



Q1 - 2004-05



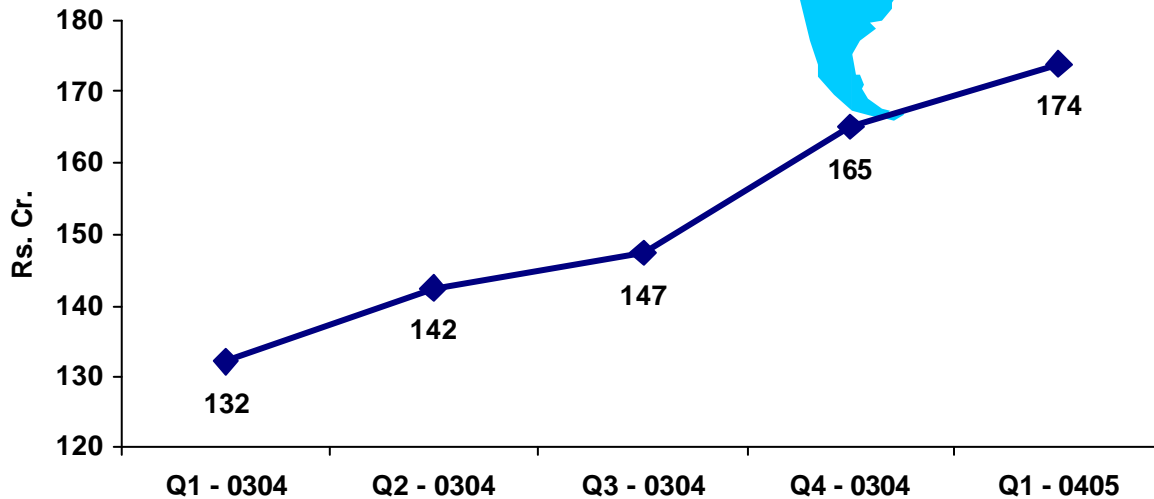
■ SI Overseas ■ SI Domestic

■ SI Overseas ■ SI Domestic

Sustaining Performance



Revenue Trend



Highest Revenue (29% growth from 2002-03)
Highest Profit (95% PAT growth from 2002-03)
All Segments Profitable

The Challenge

Align the Organization Structure with customer needs
by focusing on industry and technology Domains

New Vision & New Focus

- o Customer Focus and Major Account Management
- o Domain and Core Competency Leadership
- o End-to-end offering alignment
- o IT Telecom Convergence
- o Partnering and Alliance Management
- o Process Orientation
- o Employee Satisfaction and Retention
- o Ownership and empowerment
- o Business Performance and Profits

Expected Outcome of New Organizational Model

Customer Focused
Stronger account mgmt

End-to-end offering alignment

Flat, Hierarchy Organization
with clear ownership

Service Level Agreements
Performance Measures

New Leadership

Domain based organization
Stronger Project Management

Business Performance(\$)
Profits 

Customer Satisfaction 

Employee Retention
& Satisfaction 

Empowerment 

Customer acquisition 

Domain Leadership 

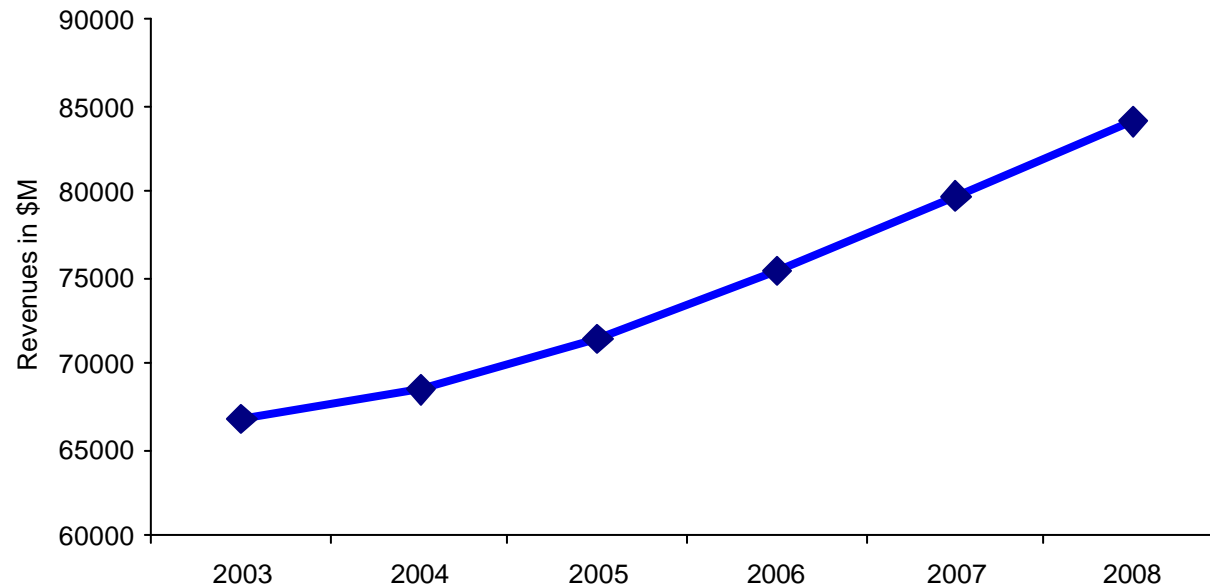
Positioning

Customer Focused Global Systems Integrator

SI - Global Opportunity

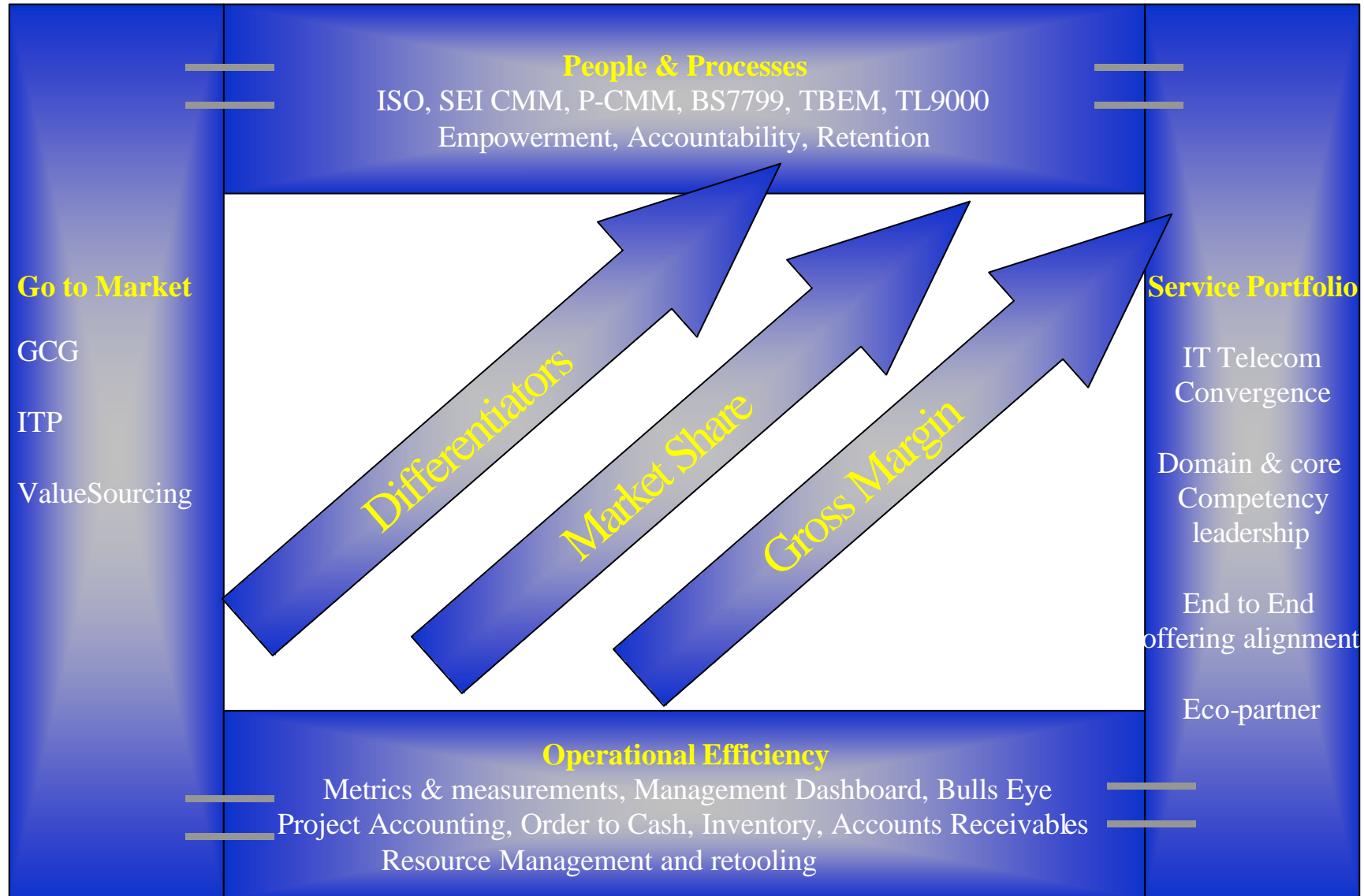
- Fastest growing market segment in Telecom & IT
- Increasing complexity of technology driving client towards SI partners
- The market will grow from \$66bn to \$ 84bn

Global System Integration Market 2003 to 2008

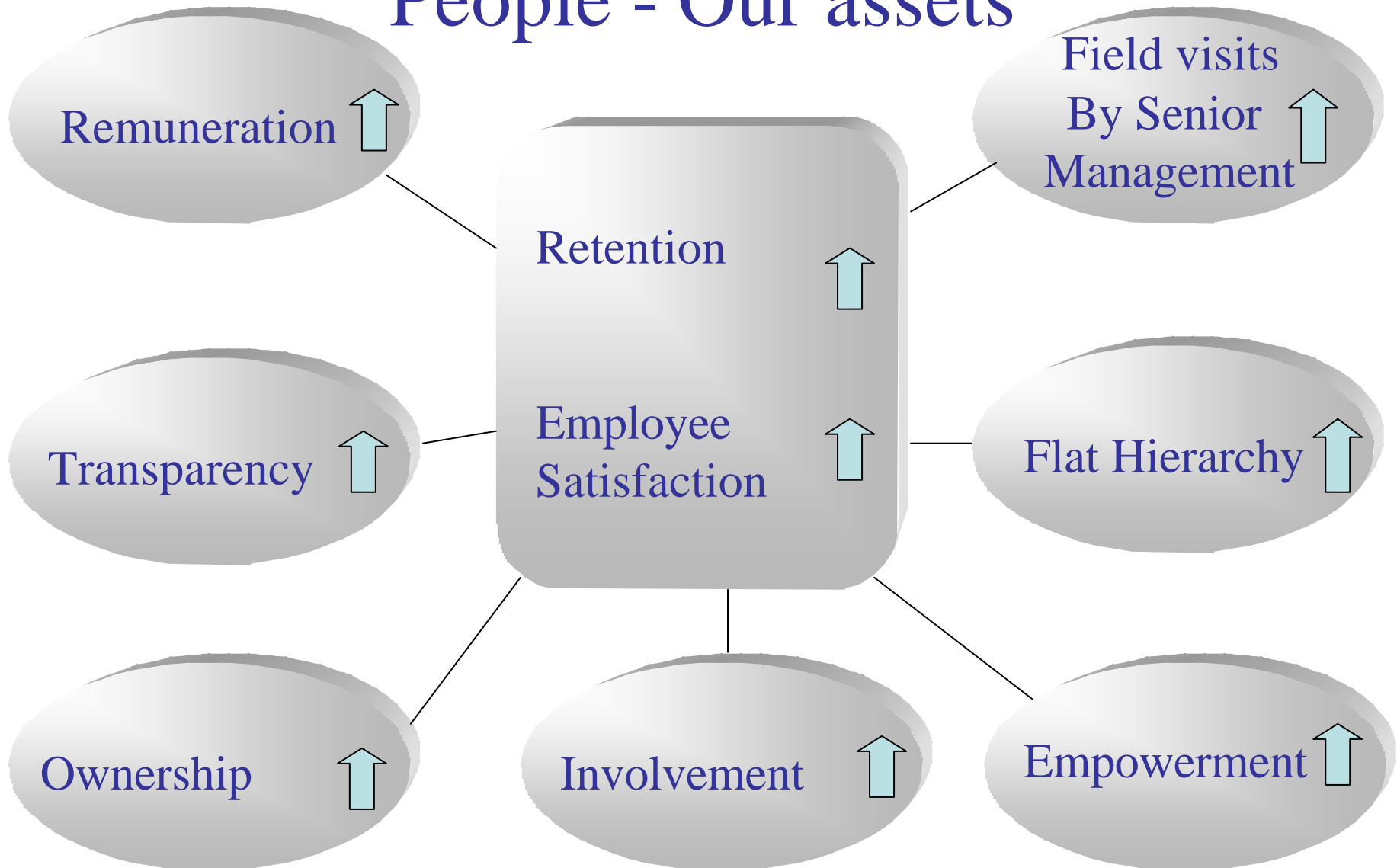


Source: IDC

Customer Focus Strategy



People - Our assets



Employee Satisfaction

Empowerment

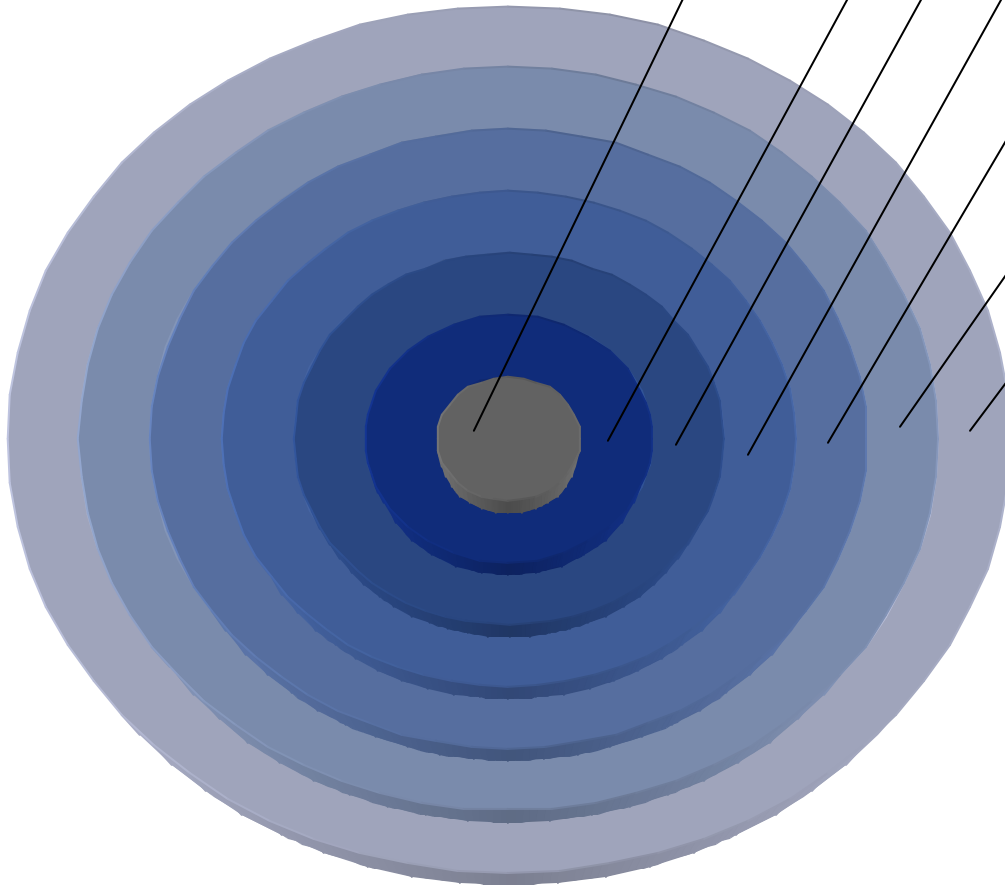
Succession Plan

Job Hosting

Technical Ladder

Goal Setting

Reaching out - Face to Face

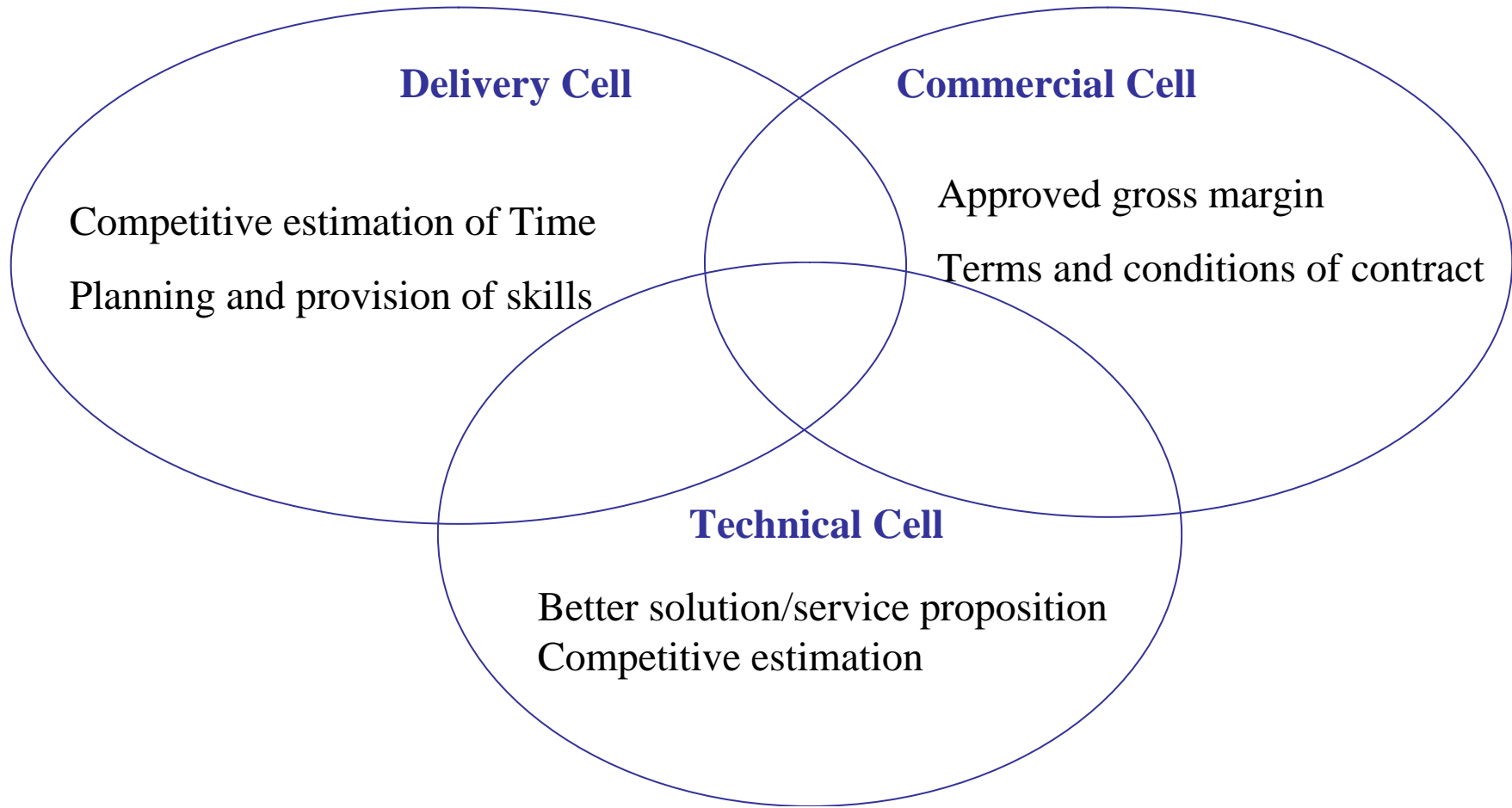


Quality initiatives

- ISO 9000
- SEI CMM 5
- P-CMM
- BS7799
- TL9000
- TBEM

Proposal Qualification Process

[Improved Customer responsiveness]
[Improved margins] [Improved pricing]



Balanced Scorecard

Sales and Targets			Delivery Execution		
Proposals Value	\$ K	<input type="text"/>	Projects Delivery	All on schedule	
Sales	\$ K	<input type="text"/>	Key Delivery Milestones	All on schedule	
Margin	\$ K	<input type="text"/>	Delivery Cost Deviation	Some over forecast	
Business in Pipeline	\$ K	<input type="text"/>	Delivery Schedule Deviation		
YTD Sales	\$ K	<input type="text"/>	Delivery Quality	\$18 above plan	
Performance to Plan	1.00 index		Delivery Issues / Risk	none	
Sales Risk /Issues			Resources		
Customer Satisfaction			Resource Utilization		
Customer Satisfaction			Resources Required	125	<input type="text"/>
Customer/Eco-Partners Visits		<input type="text"/>	Resources Fulfilled		<input type="text"/>
Customer Issues/Risks			Resources Issues/Risk	Level 3	

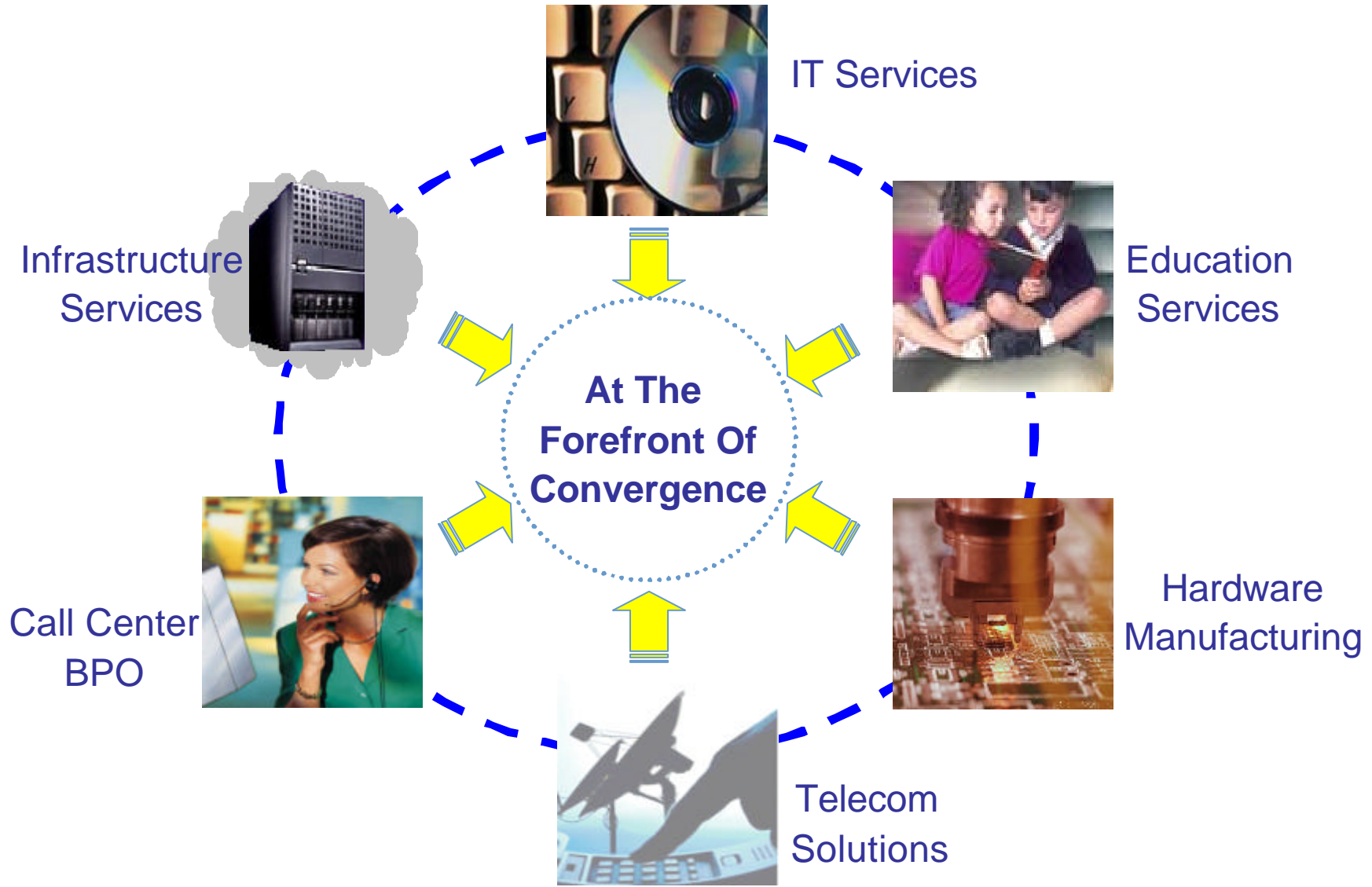
upward trend from last period
 downward trend form last period
 no change from last period
 End State

Indicates At or Above Plan
 Indicates Marginal Performance to Plan
 Indicates Behind Plan

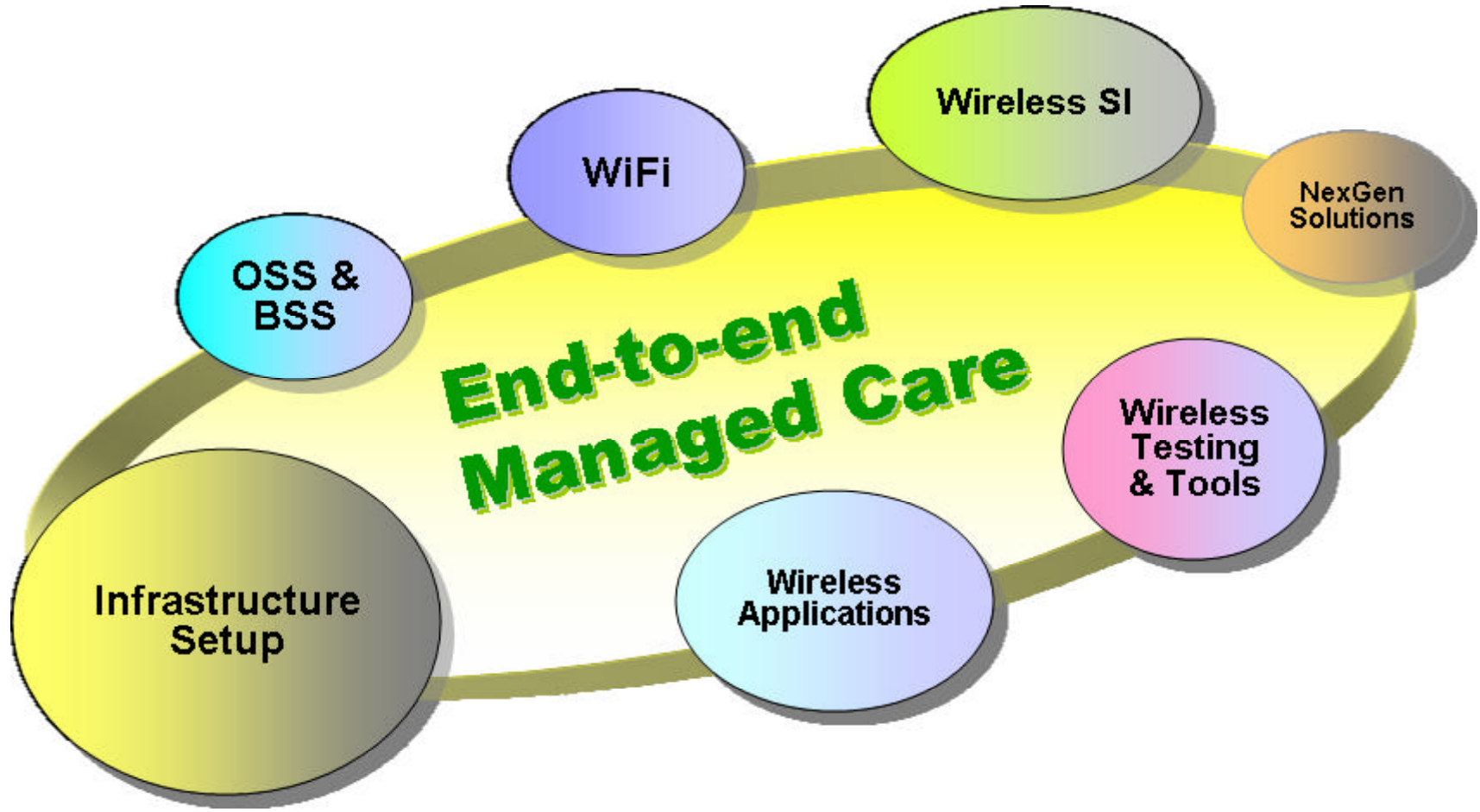
Customer Focus Strategy



Unique Differentiator



Telecom Services

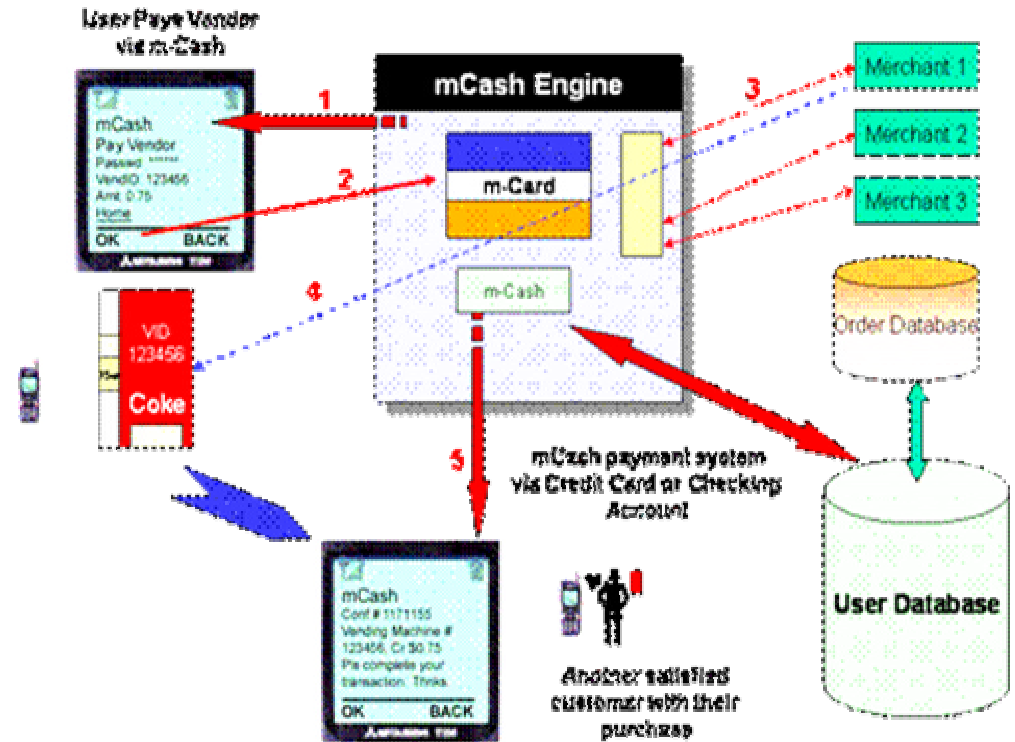


Wireless SI

- Pre-Bid Consultancy
- RF Planning & Optimization
- Network Design / Planning & Implementation
- In-building Planning and Implementation
- Program Management
- Operation & Maintenance
- Network Audits

Wireless Applications

- Offering
 - Yellow pages
 - mCash
 - eCoupon
 - OneWallet
 - MDP for J2ME apps



Customer Focus Strategy



Operational Efficiency

- Leadership meetings
- Focused Revenue & Profit tracking
- Metrics & Measurements
- Order to Cash
- Inventory
- Accounts Receivables
- Resource Management and Retooling

Management Dashboard



My Company Inc.

Gary White

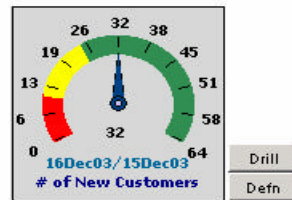
Main Dashboard

- Main Dashboard
- My Dashboard
- Gauge Manager
- Group Manager
- Dashboard Manager

FAQ
[About Dashboard](#)
[Return To Rays](#)

Reach us
 Important to us:
 Your Feedback

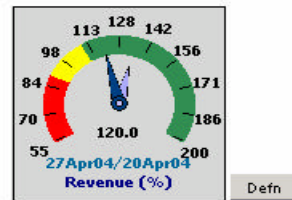
Select Group : **Sales** Owner: Sales Head



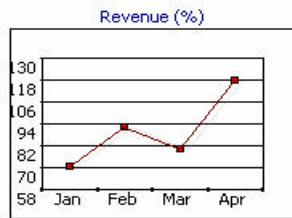
Customers Account P Go



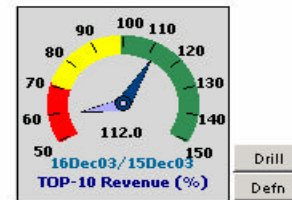
Monthly(Avg)
 PI-Chart / Bar-Chart
[more trends](#)



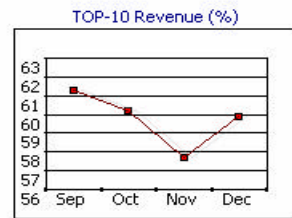
Revenue Details Go



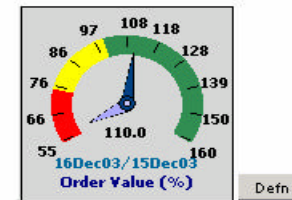
Monthly(Avg)
 PI-Chart / Bar-Chart
[more trends](#)



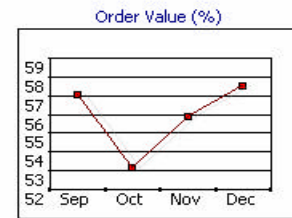
No Report



Monthly(Avg)
 PI-Chart / Bar-Chart
[more trends](#)



No Report



Monthly(Avg)
 PI-Chart / Bar-Chart
[more trends](#)

Bulls Eye – Project View

File Edit View Insert Format Tools Data Window Help

Retail 5026-TP Billing Phase II Relea Quality Baseline Initiation Last Approved

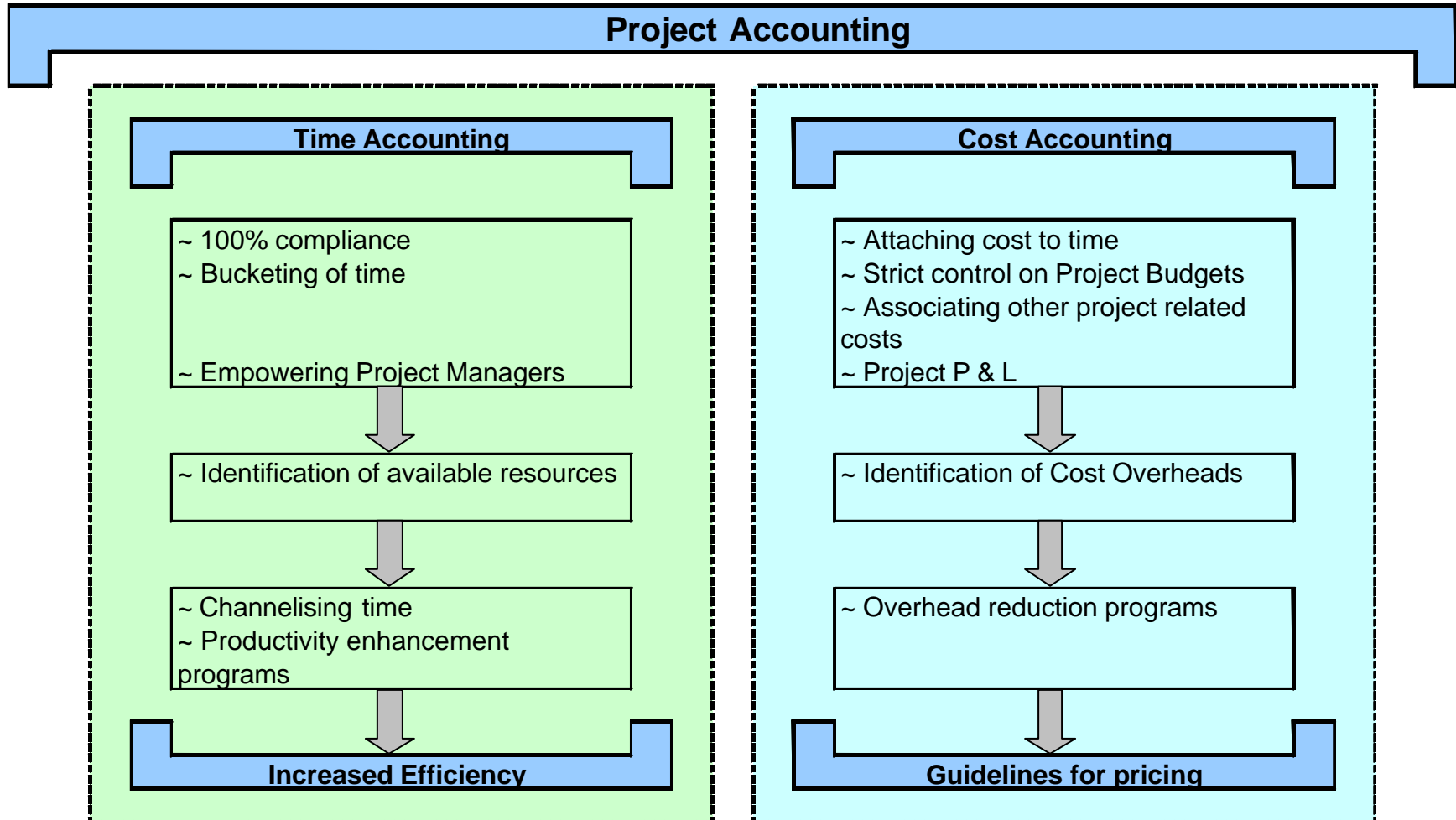
Project Budget	Proposal	Initiation	Last approved	Account	Team size	Updated on	
	22-Apr-03	30-Oct-03	20-Apr-04			16-Apr-04	3
Onsite Effort	14	14	17	Project type	Development	Onsite	1
Offshore Effort	42	42	55	Payment term	Fixed Price	Offshore	9
Other Cost	9,800	9,800	18,000	Sizing unit	FP	PSC Chair Nilesch	
Start date		20-Oct-03	20-Oct-03	Effort costed at (in USD per pm)		Work Packages	
End date		24-Jun-04	20-Aug-04	Onsite effort		Project management	20-Aug-04
Revenue				Offshore effort		Initiation	4-Nov-03
Application size	700	700	936			Requirements	7-Nov-03
						HLD	26-Dec-03
						DD	20-Feb-04
						Code & UT - 1	9-Apr-04
						Code & UT - 2	7-May-04
						ST	4-Jun-04
						AT	23-Jul-04
						ProdImp	6-Aug-04
						Closure	20-Aug-04

Schedule deviation (in days)

Effort Deviation (in Person-months)

Project Contribution (in USD)

Project Accounting



Customer Focus Strategy



Customer Management

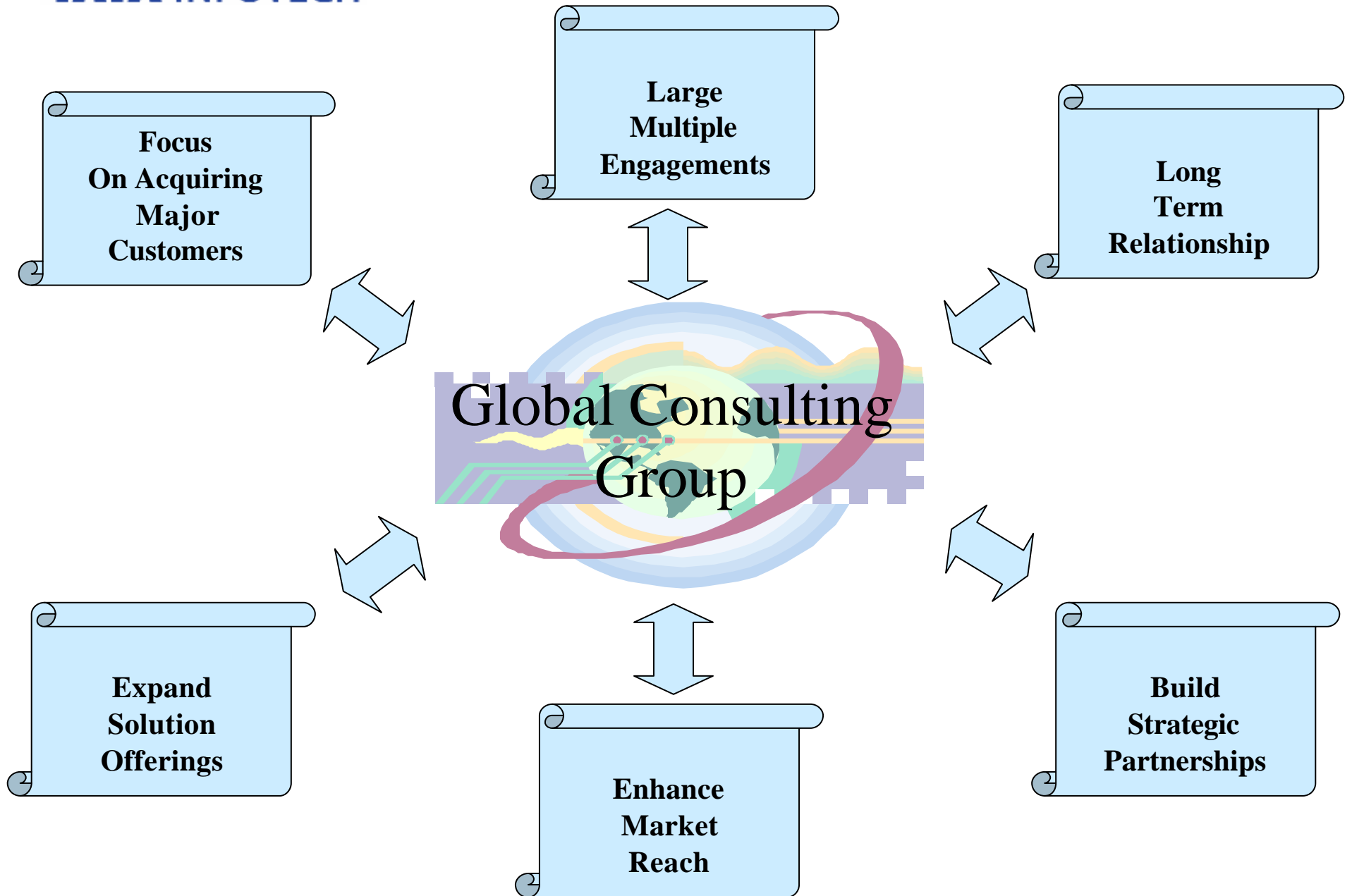
Business Acquisition

From Existing & New Customers

Go to Market

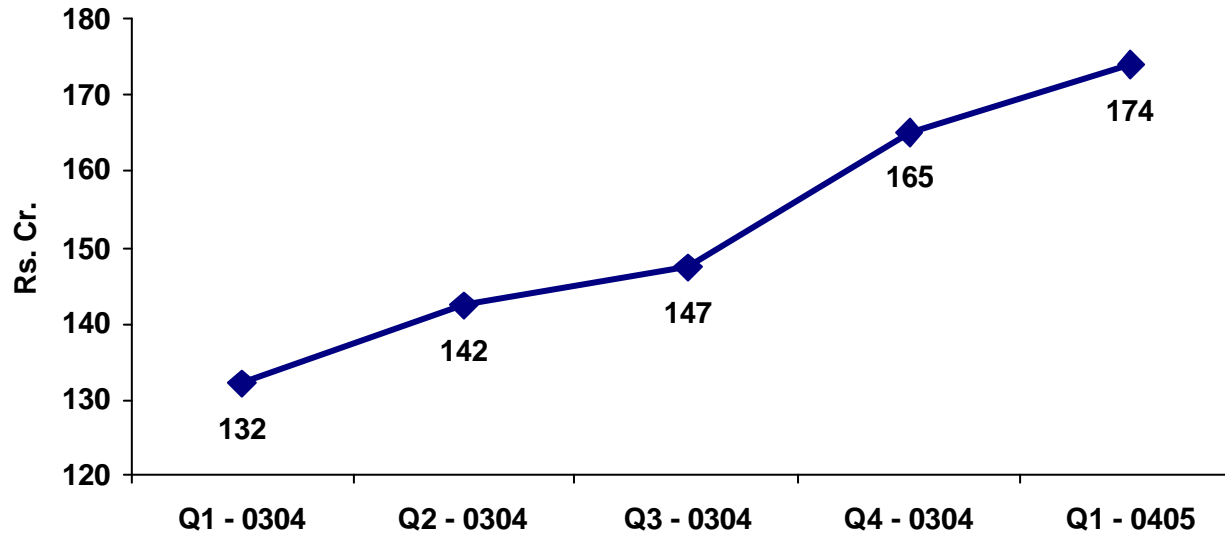
IT-Telecom Convergence





5 Qtr Performance

Revenue Trend



- More direct customers
- Larger value engagements
- 40 new customers
- Continuing customer's revenue up by 40%
- Senior Management engagements
- Increased customer visits to our centers






SEI CMM Level 5 Assessment findings

Tata Infotech strengths

- Tata brand
- Customer Focus
- Face- to-Face sessions with the President
- Skilled resources and Learning culture
- Open Culture and Team Spirit
- Ethics and TATA Code of Conduct
- Sharing of good practices

Dataquest – IDC Customer Satisfaction Audit 2004

The IT Services Scorecard

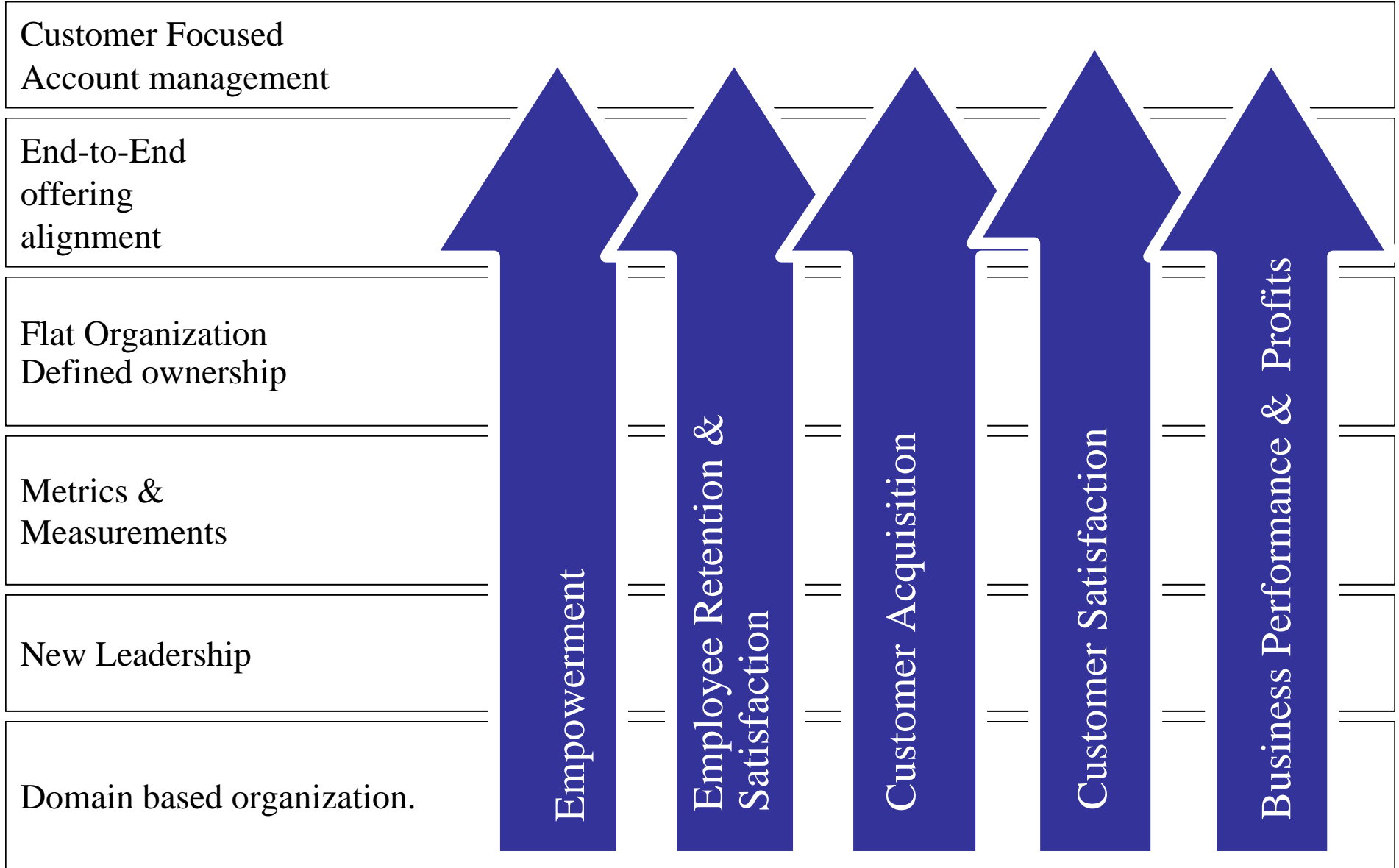
	2003	2004	
CMS	8	1	
Wipro	6	2	
HP services	3	3	
Tata Infotech	7	4	
HCL Infosystems	4	5	

Tata Infotech rated highest in ‘quality of interaction’ in the pre-sales & marketing category.
 The survey conducted between 400 CIO’ spread across six cities in India.

Moving up The Value Chain



The Change & the Results



Thank you