



Response to Request for Proposal

eProcurement Solutions and Services

RFP# 202102021- File 2 – Organization Qualification and Experience

Submitted by **Infosys Public Services**

August 04, 2021

Infosys[®]
Public Services



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Executive Summary

To: The State of Maine and NASPO Entities

From: Team Infosys

Thank you for the opportunity to respond to this RFP 202102021 for the State of Maine and NASPO entities. Infosys Public Services is extremely excited to share our qualifications and experiences with you and trust you will find our response focused on your requirements.

The following summary emphasizes why believe Team Infosys is the best qualified team to serve the needs of the State of Maine and participating entities. We look forward to answering any questions you may have, and we are confident that you will agree that our response is comprehensive and to the point.

FIVE PRIMARY REASONS

WHY WE ARE THE RIGHT FIRM FOR THE EPROCUREMENT SOLUTION AND SERVICES

01 Cloud Based Infosys eProcurement Solution. It is a proven, end-to-end, source-to-pay SAAS system. It is built on proven technology and is in production for many public and commercial sector organizations. This proven solution is delivered from our secure North American centers. This “Cloud First” solution has provided a robust platform for states looking to Digitize their platform. This flagship product is a “**Proven Solution and Not a Collection of Parts**”

02 Strong Partner Ecosystem. Infosys has partnered with *Ernst & Young LLP (EY)* and *SAP Ariba (SAP)* combining to provide a **Total Procurement Experience (TPE) of more than 80+** years and an implementation knowledge of **780+** ERP and Supply Chain Implementations across Commercial and Public domains. The culmination of such a large knowledge base is key to ensure success for this complex and business critical transformation for the State. The key to success is bringing **The Right Team** and we have it.

03 This team from Infosys is the only team that has the perfect combination of eProcurement experience, knowledge of government process and leverages proven services for on-time and-on budget deliveries. Our recent success stories include a full implementation experience for modern governments such as the **Florida State Board of Administration and Public Services and Procurement Canada**. Our dedicated Integration Services (IS) team includes individuals from the procurement domain, systems integration, cybersecurity, and technology specific product practices, complemented by advisors that are experienced leaders in the procurement market.

04 Our experience promotes **Accelerators**. Infosys can provide more than the State can leverage from the large offering (**100+ accelerators**) of proven and ready to deploy components that removes guess work, lowers cost, reduces risk and ensures success.

05 Infosys has an SAP Center of Excellence, which has **18,000+ SAP Certified professionals** working across more than 100 industrial solutions. We were leaders in **Nelson Hall NEAT report 2019**, Leaders in SAP implementation, **Technology PAC “Best in Class”** under major analyses, PAC RADAR, 2019, Credentialed us as a “**partner of choice**” to ensure success.



The Right Approach

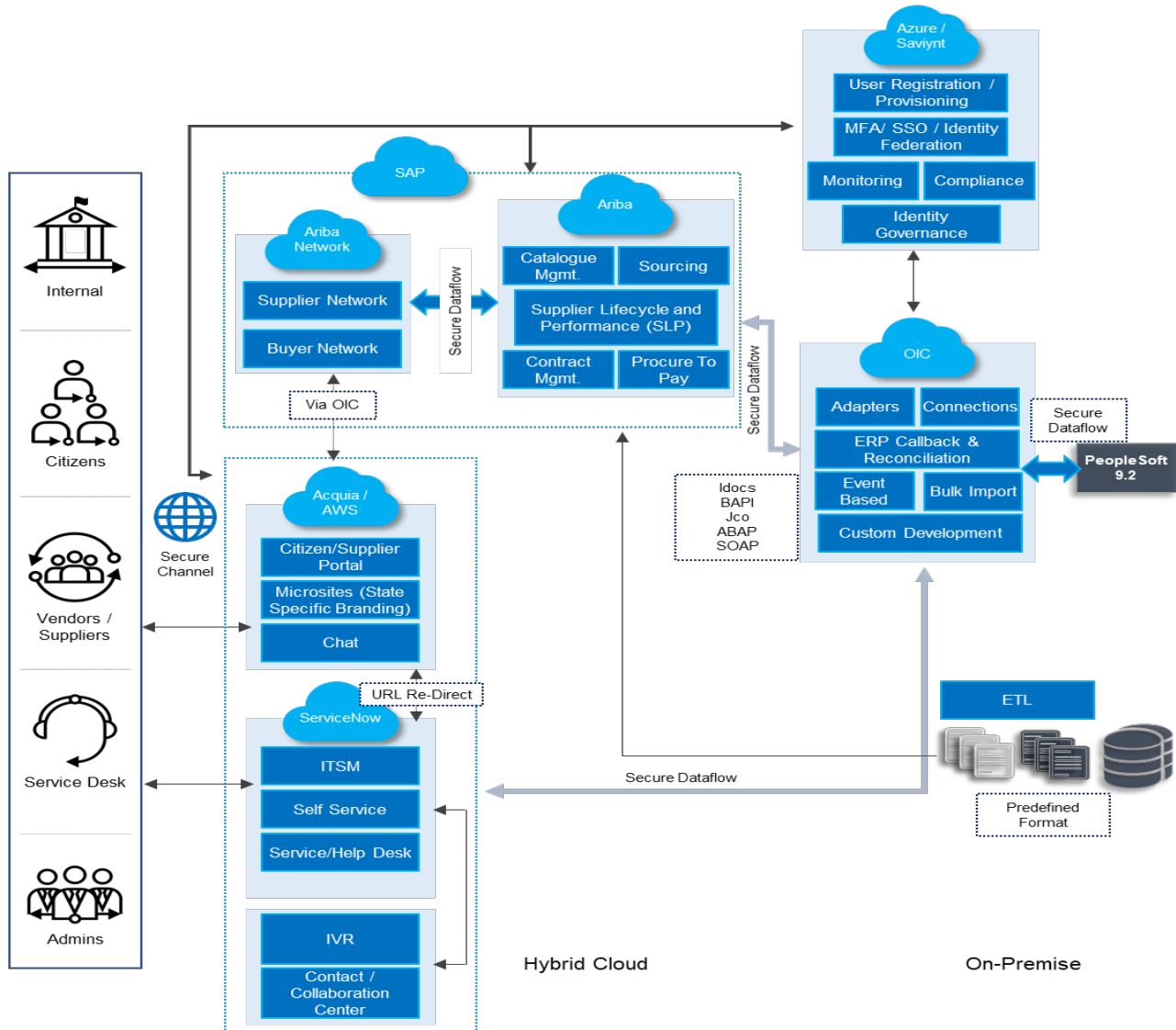
Modernization of procurement challenges the State to have a systems integrator that has a clear vision, an existing, proven solution, and previous implementation knowledge and experience with what works.

Getting it right requires the implementation partner to have a clear vision and a working blueprint. Infosys' role is not just about bringing that vision and corresponding technology but providing a framework that helps the State to truly digitize critical procurement processes. This will also reduce risk for the State through upfront collaboration for process optimization. This will align stakeholders early on and provide flexibility for design changes through each milestone functional release. Our comprehensive and proven approach is built upon a framework of accelerators, leading practices, and insights. These insights were recently stress tested at one of the largest Ariba cloud deployments worldwide. Critical features and benefits of our proposed approach include:

- ✓ A Project Initiation and planning phase
- ✓ A process design methodology anchored in the use of our proprietary "Collaboration Hub" approach that accelerates consensus building across disparate stakeholder groups.
- ✓ Consistent with our business-led agile approach, our proposed approach includes detailed design and subsequent validation sessions with the State's teams.
- ✓ Regular and timely progress reporting to the Project Authority and Contracting Authority to ensure that the project remains aligned to the objectives and requirements of the State
- ✓ An integrated organization change management and training approach to streamline and maximize adoption.
- ✓ Consistent with our outcome focused approach, we have experienced resources and functional/process experts in eProcurement, who have delivered e-Procurement implementations of similar size and complexity to engage with the State.

Introducing Infosys eProcurement Solution

Our eProcurement solution is a software-as-a-service system and in production for many public and commercial sector organizations. This is a robust and scalable platform that can be implemented with turnkey features or configured to customize key components to the needs of the State. It ensures seamless integration with existing systems, enables accelerated implementation, and builds a highly scalable, agile, and resilient future-proof technology foundation.



The Solution

The Solution has 5 core components

Components	Value Adds
Cloud-based portal	Infosys brings a multi-lingual, intuitive cloud-based portal that provides a single point of entry for all procurement activities
SAP Ariba modules	SAP Ariba modules that digitize the procurement processes from sourcing to contract and payment.
Service desk	A ServiceNow-based service desk that accelerates resolution of issues and ensures user satisfaction and business continuity
MS Azure based ICAM	A Microsoft-Azure based identity and access management module that is used to securely onboard State users and administrators. It provides the right level of access to the right people at the right time.
Oracle Cloud integration platform	And an Oracle Cloud Integration platform that ensures non-disruptive integration with other cloud and on-premise systems

The Right Team

Infosys Public Services (Infosys) has partnered with Ernst & Young LLP (EY) and SAP Ariba (SAP) to propose the best solution that meets the needs for the State's implementation, support, SaaS, and security requirements. **Team Infosys**, which consists of **Infosys, EY and SAP**, together have a long history of delivering client solutions in partnership, including an enterprise e-Procurement solution implementation of similar size and complexity to the State's requirements.

Our integrated team brings a world-class, demonstrated track record of successful implementations of complex transformation initiatives – in both government and in the private sector. We understand the complexity and sensitivities that such a transformation brings – our team has the full breadth and depth of experience, insights and business knowledge to make the State's solution a showcase example delivering on outcomes – for all stakeholders.

Our differentiator is a highly mature and industrialized process for supporting and managing Ariba and large SaaS e-procurement systems over time. The strength of our service management and support capabilities will minimize deployment and operational risk throughout the lifecycle of the program.

We have given tremendous thought to our team selection with handpicked team members that combine eProcurement transformation, change management and stakeholder engagement, disciplined program management, implementation and service management experience with a strong cultural fit and personal passion to engage for delivery. Team Infosys leverages our collective investments in people, technology, tools, processes, and methodology to deliver superior business value to the State of Maine. Salient characteristics of our team include:

-
- ✓ Over a decade of experience with over 100+ Ariba project implementations at the world's largest public and private sector organizations (including Fortune 500 Companies). We are currently delivering on one of the world's largest Ariba SaaS / cloud based end-to-end e-procurement implementation for a large global insurance provider. This includes relevant Ariba templates and tools used for implementation in a regulated environment with complex stakeholder management needs.
 - ✓ Managed services expertise with SAP Ariba SaaS, including large-scale operational support (including with Fortune 500 companies) for eProcurement systems of similar functionality to the State requirements.
 - ✓ Several hundred successful implementations of large-scale ERP solutions at public sector organizations across US and Canada – we know how to address unique security, language, accessibility, and policy requirements that are integral to project success.
 - ✓ We have several team members who have walked in your shoes – they have held executive level positions within government and understand what it takes to drive successful transformation amidst your complexity and culture.
 - ✓ Global and local talent pools that enable Team Infosys to improve efficiency and deploy innovative, cost-effective solutions that maintain a secure, transparent, and flexible relationship with the States.

At the end of the day, this project will be delivered by people, both yours and ours. Our Infosys-EY-SAP partnership under the banner of Team Infosys has a singular purpose of coming together to make this project successful for The State. As your trusted advisors we will work beside you from the very beginning through to a successful go-live and beyond during operations.

Only a strategic value-based partnership like ours has the diversity of experiences, depth of expertise and breadth of capabilities to consistently deliver throughout a multi-year engagement journey. For the State to be successful, it will come down to the quality of the project resources.

The Right Experience

Infosys' methodology provides a road map for a stable, sustainable and scalable product while reducing project risks that impact budget, schedule, and performance.

For such a complex transformation, ensuring a proactive approach to project performance, risk anticipation and risk mitigation is crucial. Having the tools, and processes to manage, monitor, and report on the project's health are extremely crucial.

Our leadership team will proactively monitor and manage risks while developing appropriate time-sensitive mitigation strategies on a regularly scheduled frequency to review, evaluate, and resolve issues and risks. The following table provides an overview of key possible/anticipated project risks and associated mitigation strategies.

Possible/Anticipated Project Risks	Mitigation Strategies
Customized Transfer Solution	The Infosys eProcurement Solution is a fully proven and ready-to-go framework which reduces the struggle of having to heavily customize a solution being transferred from another state.
Reinventing the Wheel	Infosys hits the ground running by leveraging its shared experiences with the State using proven tools and processes to quickly integrate into your PMO. The tools and accelerators that we bring to the project will ensure that we are building only what is needed and reusing proven components and frameworks.
Unclear Communication Channels	Quickly establish a stakeholder map and related communication processes that enable and facilitate rapid and timely information sharing, collaboration, and efficient decision making.
Lack of Transparency	Infosys provides a clear and timely snapshot of how the project is going, who is responsible for each activity, who to contact to resolve questions and issues, and what decisions have been made.
Disjointed Management	Our methodology emphasizes a “one-team” approach that establishes and promotes a strong working partnership between the Infosys and State teams as well as other vendors contracted by State,
Methodology and Tools	Infosys creates predictability and reliability in project activities and plans. We use proven methods and tools that support consistent, effective planning, and control for each project phase, contributing to the success of the project.
Unclear Project Progress	Infosys will establish meaningful metrics based on past experiences tailored for the State’s needs to quantify project progress and enable measurement.

1. Section II – Organization Qualifications and Experience (File #2)

1.1 Overview of the Organization

Infosys has partnered with SAP and Ernst and Young (EY) to propose a solution that maximizes value and minimizes risk for the State of Maine. In our partnership, we bring together Infosys' experience in technology and program delivery, EY's experience in managing major transformation programs, and a proven Software as a Service (SaaS) technology platform in SAP's Ariba to meet your evolving needs.

In understanding your requirements in this RFP, several **critical items** stood out to us:

- **Need for Full Functionality in One Product.** Team Infosys brings:
 - A complete and implemented vision for a cloud-based eProcurement solution
 - No integration required inside the SaaS (Ariba) solution - minimizes the total integrations required
 - A solution with multiple components but a "tight" fit
 - Modules, functions, and services that can be added as you go
- **A Commitment to Long Term Operations/Support.** We start from the basis of:
 - A plan from Day 1 for the 10-year support term
 - Excellence in technology and business process management
 - An understanding of, and planning for, future needs via the ongoing solution Roadmap
- **Need for Benefits Achievement.** Customers need to achieve value from business and technology investments. Team Infosys brings:
 - People, tools, and techniques to drive value
 - Commitment to accelerate benefits via early adoption
 - Passion to drive more thorough solution usage

We have a long history of successfully delivering client solutions, including enterprise e-Procurement solution implementations of a similar size and complexity to the State of Maine program. Our response will not only meet the critical requirements in this RFP but will also demonstrate our partnership's unique qualifications to meet and exceed your expectations. We distinguish ourselves through these key differentiators:

- **Team** – a team experienced through 100+ SAP Ariba and public sector technology deployments.
- **Experience** – over the last 20 years, Infosys and our partners including Ernst & Young have successfully delivered over 780 supply chain and procurement transformation programs for organizations across public and commercial sectors. The most recent ones are for the Florida State Board Association and Public Services and for Procurement Canada.
- **Solution** – an integrated solution that is scalable and secure, improves comptrollership, promotes collaboration and improves management of the procurement spend. SAP Ariba offers a modern, scalable eProcurement platform that supports over \$3.3 trillion in global commerce through a network of over 4.8 million suppliers.
- **Approach** – a business-led agile implementation approach, with embedded flexibility for the State of Maine to make changes, that proactively embeds stakeholder engagement, process optimization, training, change management and value-added services into its core methodology.
- **Schedule** – Early ROI with UpStream and DownStream modules implementation in parallel. UpStream modules like Source to Contract go live within 6 months and DownStream modules Procure to Pay in parallel and within 9 months from start of the program (large state)

Our Team / People / Experience

We realize that the skill sets required to conduct process transformation and change management are distinct from those required to implement technology and those required to manage and provide long term support for that technology. Infosys, SAP and EY have carefully considered our collective strengths and chosen to partner to bring together the best of our respective core competencies to deliver optimal value and outcomes for the State of Maine. The strength and scale of EY's large scale procurement transformation experience together with Infosys' implementation and managed services expertise will provide the State of Maine with the highest quality support throughout its journey.

We are deeply cognizant that implementation services are just a portion of the overall requirement. Our differentiator is a highly mature and operationalized process for supporting and managing Ariba and large SaaS e-procurement systems going forward. The strength of our service management and support capabilities will minimize deployment and operational risk throughout the lifecycle of State of Maine program.

We have given tremendous thought to our team selection with handpicked members that combine eProcurement transformation, change management and stakeholder engagement, disciplined program management, implementation and service management experience with a strong cultural fit and personal passion to engage for delivery. Team Infosys leverages our collective investments in people, technology, tools, processes, and methodology to deliver superior business value to the State of Maine. Salient characteristics of our team include:

- 20+ years of experience in delivering over 780 supply chain and procurement transformation programs for organizations across public and commercial sectors.
- Managed services expertise with SAP Ariba SaaS, including large-scale operational support (including with Fortune 500 companies) for eProcurement systems of similar functionality to State of Maine requirements.
- Several hundred successful implementations of large-scale ERP solutions at public sector organizations across the U.S. – we know how to address the unique security, language, accessibility, and policy requirements for our clients that are integral to project success.
- Project experience and longstanding relationships with federal government departments. We understand the complexity of this transformational effort, the challenges, your stakeholders, and how to drive engagement and change within your complex environment.
- We have many team members who have walked in your shoes – they have held executive level positions within government and understand what it takes to drive successful transformation within your unique complexity and culture.
- An organization structure that leverages the full breadth of our deployment experience – from project planning and program management, to process transformation, solution design, configuration, testing, deployment, organizational change management, stakeholder engagement, and support.
- Global and local talent pools that enable Team Infosys to improve efficiency and deploy innovative, cost-effective solutions that maintain a secure, bilingual, transparent and flexible relationships.

At the end of the day, this project will be delivered by people, both yours and ours. Our Infosys-SAP-EY partnership under the banner of Team Infosys has a singular purpose – we are coming together to make this project successful for the State of Maine. As your trusted advisors, we will work beside you from the very beginning all the way through to a successful go-live and beyond during operations. Together we are confident the State of Maine program will set a new benchmark for procurement transformations for public sector entities globally. Only a strategic, value-based partnership like ours has the diversity of experience, depth of expertise and breadth of capabilities to consistently deliver throughout a multi-year engagement journey.

For the State of Maine to be successful, the quality of the project resources is paramount. Team Infosys resources bring the following unparalleled strengths to the engagement:

- eGovernment and public sector transformation specialists who have an intimate understanding of the State of Maine's requirements.
- Experience in all aspects of the SAP Ariba solution, program and project management, planning, design, architecture, configuration, integration, testing, training, deployment, support and organizational change management.
- Deep expertise in procurement transformation, including source-to-pay process design, strategic sourcing, contract management, supplier relationship management and procurement analytics. This expertise includes procurement specialists who have designed end-to-end source-to-pay processes and improved procurement performance for Fortune 500 companies and large public sector organizations. Creation of a secure solution by leveraging our vast network of cyber/cloud security professionals within our Center of Excellence (over 4,000 security, privacy, and risk professionals, including over 200 CISSP certified resources).
- Proven resources that are comfortable working in blended and virtual teams with client resources.
- Demonstrated experience with public and private sector e-Procurement strategies and initiatives.

Infosys Public Services (Infosys) has partnered with SAP and Ernst & Young LLP (EY) to propose a solution that best meets the State of Maine e-Procurement implementation and support requirements. We present an overview of Infosys Public Services, SAP, EY and other subcontractors in the Section 2.3 Subcontractors.

Infosys Public Services Overview

Infosys Public Services (IPS) – A wholly owned U.S based subsidiary of Infosys Limited, is a leader in business consulting, technology solutions and next-generation services. IPS helps federal, state and local, provincial, municipal, and government organizations renew existing systems and build new capabilities to become more connected, smart, and agile.

Table 1. Company Information

Company Name	Infosys Public Services
Company Headquarters	800 King Farm Boulevard, Suite 505, Rockville, MD 20850, USA Phone : +1-301-354-8600 Fax : +1-301-354-8601 Email : askus@infosyspublicservices.com Website : https://www.infosyspublicservices.com/
Number of Years in business	11+ years. Infosys Public Services (IPS) was incorporated on Oct 9, 2009 in Delaware USA. The parent company of IPS, Infosys Limited has been in business from 1981 providing world class IT services to clients across the globe
Employer Identification Number (EIN)	27-1122707
DUNS Number	96-718-8702
Parent Company	Infosys Limited
Vision	To work with public sector organizations to deliver best-in-class services to citizens by leveraging technology

Company Name	Infosys Public Services
Mission	To be the premier IT services partner for public sector organizations and invest in the economy and communities where we operate

We partner with agencies in the US and Canada to help them navigate their digital transformation journey by combining the following:

- More than 40 years of cross-industry experience, adapted for the public sector
- Solutions to automate operations and digitize service delivery
- Proven and flexible delivery to promote predictable, on-time, on-budget execution

Backed by Infosys Limited's global strength and expertise, we deliver value and outcome through proven and flexible execution.

Infosys Limited, the parent company of IPS, started as an entrepreneurial adventure in 1981 with seven engineers and \$250. **Infosys is now a publicly traded company with annual revenues of more than US\$ 13.56 billion** (Q4, FY21). Infosys, for more than 40 years, has been a company focused on bringing to life great ideas and enterprise solutions that drive progress for our clients. Infosys has a growing global presence with more than 259,619+ employees. Globally, we have 110+ delivery centers where we create and deliver award winning value solutions to our clients.

1,626 clients across the globe navigate their digital transformation with Infosys technology. Having multiple decades of experience in the managing of systems and the workings of global enterprises, we expertly steer our clients through their digital journey.

We believe we are in a unique position to participate in the strategic journey the State of Maine and other enterprises are taking to become digital. We have embraced four ideas - scaling agile digital, energizing the core, reskilling our employees and expanding our localization in our strategy. Below is a snapshot of Infosys fast facts and highlights.

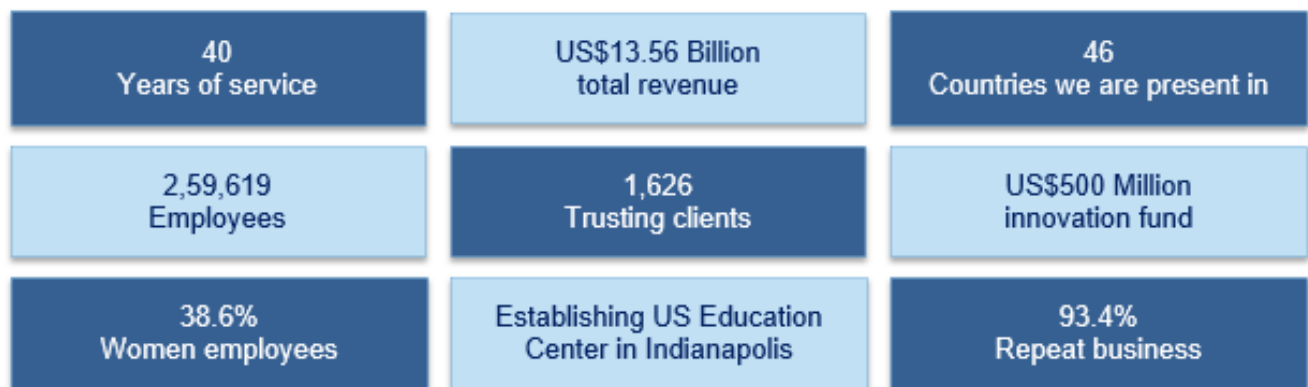


Figure 1. Infosys Fast Facts

IPS Success Story at Government of Canada - EPS

EPS is one of the largest system integration projects awarded by the Government of Canada in the last 5 years. The Government of Canada contracted with Infosys Public Services to lead the modernization of their existing legacy procurement solution to a World Class procurement solution based on cloud technologies from SAP Ariba, SAP Fieldglass, and ServiceNow, Amazon Web Services, Drupal and more.

The new platform enables PSPC to purchase various goods and services through a single portal, easily configure specific requirements, and access data, reporting and analytics information in real-time to support more effective decision-making. Based on the experience within PSPC, the government plans to expand the solution to other federal departments and agencies. Provincial and municipal organizations will later be offered an option to use this new platform to streamline their

procurement processes and reduce the administrative burden while engaging with more than 183,000 government suppliers.

As the prime system integrator, Infosys is completing the implementation of the SAP-based solution and set up a network that provides Tier 1, 2 and 3 support services. EY Canada facilitated the design and deployment of future state processes and enabling technology to support PSPC procurement modernization agenda. EY Canada also provided change management and training support during the program roll out.

Established Practice Units to Service Our Clients

Infosys SAP Practice

Infosys' ARIBA practice is supported by one of the largest and most highly acclaimed SAP practices in the World. We have 14,000+ consultants with revenues over \$1.46 Billion USD, providing end to end SAP services across all industry segments across more than 400+ customers.

Infosys is an 'SAP Global Service Partner', the highest-level SAP partnership, and is also SAP Certified for 'Implementation and Application Maintenance Services'.

Infosys has received accreditations from a number of Business Analytic firms. Below are some of our recent accreditations/mentions:

- Gartner has placed Infosys in the **LEADERS QUADRANT for SAP Implementation Services worldwide.**
- Forrester recognizes **Infosys as one of the top, largest global, SAP Service Providers** in its research reports - <http://www.infosys.com/SAP/features-opinions/Pages/global-SAP-services-practice.aspx>
- Positioned in the **WINNER'S CIRCLE by HfS SAP Service Blueprint Report**

Infosys acquired two of the leading SAP management consulting and Procurement Specialist firms in the World: Lodestone and Portland. As Subject Matter Experts, these resources support SAP and ARIBA projects. Infosys acquired Panaya – a leading cloud-based suite of services to scope, prioritize and accelerate all ERP changes.

Infosys has a mature **SAP ARIBA practice with over 250 consultants that have completed +80 engagements for 25+ clients over the last 20+ years.** We have extensive experience across all ARIBA major releases - 7.0.2, 7.0.4, 7.0.6, 7.1a, 8.2.2, ASM 4 all the way up to 9R1 and ARIBA On Demand source-to-pay modules (ARIBA 10S2, 12S2 and 13S2, 14S2 and the latest CI versions).

Infosys' Ariba practice, as shown in the graphic below, offers services in all areas including Consulting, Implementation, Maintenance, integration with external system or ERPs across all modules of ARIBA Spend Management suite (Sourcing, Contracts and Analysis, Spend Visibility, Supplier Performance and Management, Procure-to-pay, Invoicing and Settlement, Discount Management).



Figure 2. Overview of Ariba Practice

We have completed implementations, rollouts, enhancements, and provided support to numerous customers (Public Sector, Pharmaceutical, Financial, Retail, Energy etc.) mostly in North America, and EMEA regions. Here is a snapshot of our credentials:

Client Credentials	Geo	Description	Program / Change Management	Ariba Buying / Invoicing	Guided Buying	SLP / SIPM	Sourcing / Contracts	Network/ Integration with ERP
Govt. of Canada	Canada	Implementation & Support	✗	✗	✗	✗	✗	✗
Leading Fertilizer Company	Canada	Rollout & Support		✗	✗	✗	✗	✗
Gold production company, Canada	Canada	Implementation	✗			✗	✗	
German Leading Chemical Company	Germany	Implementation, Rollouts and Support	✗	✗	✗	✗	✗	✗
Leading Pharmaceutical Company	Japan	Implementation, Rollouts and Support	✗	✗	✗		✗	✗
Leading Pharmaceutical Company	UK	Implementation, Rollouts and Support		✗	✗		✗	✗
Leading European bank	Netherlands	Implementation & support		✗	✗	✗	✗	
Leading automotive parts manufacturer	US	Implementation, Rollouts and Support	✗	✗	✗		✗	✗
American retail and outdoor recreation services	US	Implementation		✗				✗
Electricity distribution company, Sydney	Australia	Implementation & Support	✗	✗	✗		✗	
Leading American Apparel distributor	US	Implementation, Rollout & Support	✗	✗			✗	✗

Figure 3. Representative Infosys Ariba Engagements

A majority of the above projects included large-scale rollouts that required Organizational Change Management, as well as Training programs that leveraged classroom training and online self-paced training.

1.2 Previous Projects (Team Infosys Proprietary and Confidential)

Our reference accounts that follow, demonstrate Team Infosys' deep experience in Procurement and Ariba software. These references showcase both the ability to deliver programs and help clients achieve the benefits they seek.

1.2.1 Public Services and Procurement Canada (Infosys)

Project Name	e-Procurement Project Implementation
Client Name	Public Services and Procurement Canada (PSPC), Canada
Client Overview	Public Services and Procurement Canada (PSPC) plays an important role in the daily operations of the Government of Canada (GC) as a key provider of materials and services for federal departments and agencies. It supports them in the achievement of their mandated objectives as their central purchasing agent, linguistic authority, real property manager, treasurer, accountant, integrity adviser, and pay and pension administrator. The department's vision is to excel in government operations, and our strategic outcome and mission is to deliver high-quality, central programs and services that ensure sound stewardship on behalf of Canadians and meet the program needs of federal institutions.
Description of Services	As part of an initiative to modernize public sector procurement, Public Services and Procurement Canada (PSPC) initiated the e-Procurement Solution (EPS) project. EPS provides modern and innovative e-tools and applications for all facets of the procurement process including e-sourcing, contract lifecycle management, spend analysis, supplier relationship management and e-purchasing through catalogues. It also provides one portal for all acquisition needs, facilitates suppliers' interaction with the GC and provides greater accessibility for public sector clients to procure goods and services at the best value possible. Infosys Public Services (IPS) has partnered with Ernst and Young (EY) and SAP for the implementation of EPS. The implemented solution leverages SaaS based platforms and integrates with the GC's existing legacy systems. The EPS platforms include: SAP Ariba - Public SaaS that supports the Sourcing to Contracts and Procure to Order processes. SAP Fieldglass - Public SaaS that supports the Contingent Labor and Services Procurement process. ServiceNow - Public SaaS that supports the ITSM processes used by the EPS service desk post go-live. Enterprise Ticketing System for the Service Desk is implemented through Service Now. EPS Portal - Public PaaS that provides content management capabilities to facilitate access to EPS components, aggregation and publication of procurement information. ICAM - Public PaaS that provides identity, credential and access management services for Buyers and EPS System Administrators Azure Platform - Key Solution component for EPS platforms such as the Portal, Identity Credential & Access Management (ICAM), Security Solution. All are hosted on the Microsoft Azure Platform, as similar to the proposed Target Platform for the State of Maine. EPS Service Desk – The program has an Enterprise EPS Service Desk which is Bilingual (English and French). IPS implemented the EPS Service Desk using the following Technology Components

Project Name	e-Procurement Project Implementation
	Amazon Connect – Next Generation SaaS based Contact Center Solution for IVR & Telephony Microsoft Office 365 – Email Solution is implemented using SaaS based Microsoft Office 365 Enterprise Chat Solution - Enterprise Service Desk has enterprise Chat solution which help public users to chat with Service Desk agents EPS Service Desk has a Tiered Service Desk Model – Tier 1, Tier 2, Tier 3. Tier 1 is bilingual (English and French) and provides first level technical support to issues Tier 2 and 3 provides intermediary and Level 3 support which will coordinate with Product vendors as required for quicker resolution. Security Operations Center (SOC) – The program has a Security Operations center which resolves any security incidents
Benefits Delivered	The new platform enables PSPC to purchase various goods and services through a single portal, with easily configurable specific requirements, and access data, reporting and analytics information in real-time to support more effective decision-making. Based on the experience within PSPC, the government will determine whether to expand the solution to other federal departments and agencies. Provincial and municipal organizations will later be offered an option to use this new platform to streamline their procurement processes and reduce the administrative burden while engaging with more than 183,000 government suppliers.
Duration of the Contract	Sep 2018 – Dec 2023
	a. Client Name – Public Services and Procurement Canada (PSPC) b. Contact person - Clinton Lawrence-Whyte, Director General, Procurement Branch c. Contact person's telephone number – 819-744-0694 d. Contact person's email address - Clinton.Lawrence-Whyte@tpsgc-pwgsc.gc.ca

1.2.2 Eversource Energy (Infosys)

Project Name	Supply Chain Management Project (SCMP)
Client Name	Eversource, Berlin, Connecticut, USA
Client Overview	Eversource Energy is a publicly traded, Fortune 500 energy company headquartered in Hartford, Connecticut, and Boston, Massachusetts, with several regulated subsidiaries offering retail electricity, natural gas service and water service to approximately 4 million customers in Connecticut, Massachusetts and New Hampshire.
Description of Services	Infosys being a long-term partner, was involved in the product recommendations and evaluation. We were awarded a multi-year contract after a bidding process to implement complete functionality of a Supply Chain Procure to Pay system to help modernize the supply chain management processes and systems across various business units within the company.

Project Name	Supply Chain Management Project (SCMP)
	Key business objectives of the program were to implement a supply chain system consolidation solution that • Defines future-state “procure-to-pay” business processes and requirements • Has supplier management built on leading practices • Support overarching corporate objective of "One Company, Better Customer Service and Lower Operating Costs" • Build an eProcurement driven by Catalog Punchout solution with PO\Invoice document automation We worked with the customer and their partners to define optimized processes and systems with focus of controlled automation and ease of use. Eversource solution platforms include: • SAP Ariba - Public SaaS that supports the Sourcing to Contracts and catalog processes. This solution is integrated with • Maximo – On- premises ERP solution that manages the Procure to Pay processes SAP Ariba Modules in Scope – • Strategic Sourcing – ○ Ariba Sourcing ○ Ariba Contracts • Supplier Information Performance Management ○ Ariba Supplier Information Management (SIM) ○ Ariba Supplier Performance Management (SPM) • Ariba Catalogs • Ariba Spend Visibility • Ariba Commerce Automation & dynamic discounting. Implementation Approach: The program had a common requirement gathering and design phase. This was followed by a stand-alone deployment of the Ariba sourcing solution to help buyers use sourcing capabilities early. The rest of the modules were implemented in a big-bang approach. Key activities in scope of engagement: 1. Process and functional design of all SCM areas. 2. Developed Technical architecture design and build across Maximo, Ariba and Oracle AP 3. Designed and built complex interfaces to 75+ legacy systems 4. Support Change Management for over 8000 employees and contractors 5. Participate in the requirement gathering workshops and validate the feasibility of the requirements 6. Responsible for the design of the Ariba technical solution 7. Responsible for the build of the Ariba technical solution 8. Responsible for the design of Integrations between Ariba and Maximo to support the end-to-end business process 9. Advise and contribute to staffing decisions

Project Name	Supply Chain Management Project (SCMP)
Benefits Delivered	1. Standardized and consistent supply chain management processes across all companies 2. Delivered electronically enabled end-to-end processes across procurement and sourcing, materials managements, A/P 3. ARIBA vendor catalogs enabled (with 330K+ shopping items) 4. Better connected suppliers for faster response and quicker turnarounds (84% of POs delivered thru ARIBA) 5. Improved warehouse productivity 6. Automation to drive system enabled zero touch processes within defined business rules in material management, procurement and accounts payables (34K inventory items are getting auto-replenished with contract-based replenishment automatically going to vendors – zero touch)
Duration of the Contract	July 2015 – Dec 2017
Client contact details	a. Client Name – Eversource b. Contact person - Mark Lemke, Director c. Contact person's telephone number – 800-286-2000 d. Contact person's email address - Mark.lemke@eversource.com

1.2.3 Zoetis Inc. (Infosys)

Project Name	SAP Ariba Implementation, upgrade & Managed Service
Client Name	Zoetis, New Jersey, USA
Client Overview	Zoetis Inc. is an American drug company, the world's largest producer of medicine and vaccinations for pets and livestock. The company was a subsidiary of Pfizer, the world's largest drug maker, but with Pfizer's spinoff of its 83% interest in the firm it is now a completely independent company.
Description of Services	Implementation & support of SAP Ariba eProcurement solution, which includes all the upstream and downstream modules for indirect Purchase order along with supply chain collaboration for direct Purchase order across different countries. Modules in scope – Ariba Sourcing, Supplier lifecycle performance, Buying, Guided buying, CIG (Cloud Integration Gateway), Fieldglass, Supply chain collaboration. Below is the high-level scope: 1. Process and functional design of Source to Pay & Supply chain collaboration areas. 2. Participate in the requirement gathering workshops and validate the feasibility of the requirements. 3. Validate existing configuration 4. Validate existing customizations on Ariba-ECC packages 5. Configure Source to Pay & Supply chain collaboration to integration with upgraded ECC 6. End-to-End test of direct and indirect procurement. 7. Execution of SIT and Support UAT

Project Name	SAP Ariba Implementation, upgrade & Managed Service
	8. Support Source to Pay process for Indirect procurement for 40+ countries 9. Support Fieldglass integration 10. Support Supply chain collaboration for Direct procurement 40+ countries
Benefits Delivered	1. Ensured the successful data extraction from ECC 2. Validated the Smart form customizations in ECC 3. Identified the issues related to Field glass integration, Supplier lifecycle performance process & MDG integration 4. Standardized and consistent procurement processes 5. Better connected suppliers for faster response and quicker turnarounds 6. Improved Source to pay process with efficiency and effectiveness. 7. Suppliers: Enabled 80% of suppliers onto the Ariba Network
Duration of the Contract	September 2020 – Ongoing
Client contact details	a. Client Name – Zoetis b. Contact person – Jim Bouchebel, Director c. Contact person's telephone number – 973-822-7060 d. Contact person's email address - jim.bouchebel@zoetis.com

1.2.4 Chicago Public Schools (EY)

Project Name	Supply Portfolio Optimization – Category Management & Strategic Sourcing
Client Name	Chicago Public Schools
Client Overview	Major metropolitan area school system
Description of Services	- EY provided the following assistance during the project: - Category management for IT hardware, Audio-Visual and Interactive White Board, and Office Supply through vendor consolidation, specification rationalization and product substitution - Project management for the implementation of a single vendor managed print service program - Change management to deliver required communications to principals and buyers - As part of next steps EY is built out the procurement operating model including the following elements: - Process flows through value-stream mapping - RACI charts defining the roles and responsibilities - Rule-based exception handling and approval management process
Benefits Delivered	- Identified potential savings of \$16.6 – \$24 million on a total spend of \$77 million (22% - 31% savings) - Developed a rationalized portfolio for IT hardware and AV-IWB equipment with no more than 2-3 models per category for a school level

Project Name	Supply Portfolio Optimization – Category Management & Strategic Sourcing
	- Realized 8-10% savings in the Office Supplies category by substituting more expensive premium products with cheaper generic branded products - Provided fact-based negotiation support for key educational goods and service category using a combination of internal and external benchmarks and helped streamline the vendor base - Developed a comprehensive change management plan including communication package for stakeholders and a governance model around key categories to sustain the savings.
Duration of the Contract	March 2016 – November 2016
Client Contact Details	a. Client Name: Chicago Public Schools b. Contact Person: Alfonso De Hoyos y Acosta, (former) Chief Administrative Officer of Chicago Public Schools c. Contact Person's Telephone Number: +1-312-810-7032 d. Contact Person's Email: Alfonso.dehoyos@gmail.com

1.2.5 California Department of Healthcare Services (SAP)

Project Name	SAP Ariba Deployment for DHCS
Client Name	California Department of Healthcare Services (DHCS)
Client Overview	The California Department of Health Care Services is a department within the California Health and Human Services Agency that finances and administers a number of individual health care service delivery programs, including Medi-Cal, which provides health care services to low-income people.
Description of Services	California DHCS has deployed the complete SAP Ariba procurement platform, including strategic sourcing and buying & invoicing solutions.
Benefits Delivered	One of the primary goals of this project and key benefit delivered was to break down the agency silo's and allow DHCS to work from "one source of truth" with regard to their suppliers and contracts data.
Duration of the Contract	Not available due to client confidentiality and corporate business practices
Client contact details	a. Client Name – California Department of Healthcare Services (DHCS) b. Contact person - Joy Mukherjee c. Contact person's telephone number – 916-373-2636 d. Contact person's email address - joy.mukherjee@dhcs.ca.gov

1.3 Subcontractors

We believe Team Infosys represents the best practitioners in the Procurement and Ariba space. We have assembled this world-class team to provide the State of Maine with the best team and best product to meet your needs.

1.3.1 Subcontractor 1 – Ernst & Young LLP (EY)

The firm and its predecessors have been in business in the US for more than 100 years. The roots of EY date to the early 1900s and to the lasting legacies of two visionaries — A.C. Ernst and Arthur Young. In 1903, A.C. Ernst opened the first office of the US firm in Cleveland, Ohio. On July 1, 1989, Ernst & Whinney merged with Arthur Young to create the US firm.

Ernst & Young LLP (EY US or the US firm), a limited liability partnership, is a member firm of Ernst & Young Global Limited, an organization whose locally owned member firms operate under the “EY” name in approximately 150 countries around the world. The US firm is a substantial entity, with more than 48,000 people working in the US. The US firm is owned by approximately 3,400 US partners and principals.

EY is a global leader in Assurance, Consulting, Tax, Strategy and Transactions. Worldwide, our 300,000 people are united by an unwavering commitment to quality in the services we offer and to help our people and clients build a better working world. Our people are in more than 90 offices in the US and more than 700 offices globally, serving thousands of clients across 150 countries.

At EY, our E-procurement resources reside in our Ariba SAP practice. **During the last three years, EY has completed Ariba implementations for 19 clients (62 modules) averaging 60,000 employees (or citizens) and \$5–6 billion in indirect spend in 37 countries.**

During the last four years, SAP has recognized EY with numerous awards. These awards speak to the work and relationships we build with our clients during projects. EY has won the SAP Ariba NA Services Partner Pinnacle award and is in the Leader position in Gartner’s Magic Quadrant and IDC MarketScape for SAP Implementation Services.

Below are some highlights of our Ariba practice:

- More than 100 organizations (380+ modules) where Ariba has been successfully deployed
- More than 85% of deployments are cloud solutions
- Greater than 60 Ariba P2P deployments; 60% being on-demand/cloud-based
- More than 40 Ariba Contracts deployments
- Thirty-plus Ariba Sourcing deployments
- More than 50 Ariba Network deployments, including enablement
- Greater than 900,000 users successfully enabled and trained by EY deployments
- Over \$85 billion in spend enabled by EY Ariba deployments
- EY’s SAP practice has proven experience transitioning over 42 clients from on-premise (Ariba and SAP) to the cloud

EY Public sector clients

As a firm, EY provides a broad range of professional services to many clients, with more than 200,000 active clients globally. This also includes clients for whom we provide e-procurement services. A representative sample of our SAP Ariba public client engagements are listed below:

Table 2. EY Public Client Engagements

Selected clients	Deployment completion date	Deployment type
Government of Canada EPS	2020	Ariba
New York Power Authority	2017	Ariba
Government of Ontario	2020	Ariba
Government of Canada	2019	Ariba
Government of Toronto	2019	Ariba

EY Experience in Implementing e-Procurement Solutions

EY has a proven track record of successful consulting projects in the areas of SAP Ariba implementations and procurement continuous improvement. We have helped clients to improve their processes from an effectiveness and efficiency perspective across the procurement end to end (E2E) spectrum.

On average, we have helped our clients reach a productivity gain on buying processes of 15 to 20 percent and account payable processes of 25 to 50 percent. Additionally, we have helped to reduce the manual effort by 50 percent of processes selected for automation.

The State of Maine will find that EY is a top global SAP partner with the extensive industry knowledge and the deep subject matter experience you outlined in the RFP.

- We are one of Ariba's top alliance partners with great relationships at all levels (e.g., leadership, services, product development).
- During the last 36 months, EY has completed Ariba implementations for 19 clients (62 modules) averaging 60,000 employees and \$5–6b in indirect spend and to 37 countries.
- EY continues to prove client success, including zero quality escalations or project delays on EY SAP Ariba implementations.
- We recently completed the largest successful Ariba deployment for 213,000 users in 46 countries for Ariba P2P, Sourcing, and Contract solutions that were integrated to numerous legacy mainframe systems for a Global Automotive manufacturer.

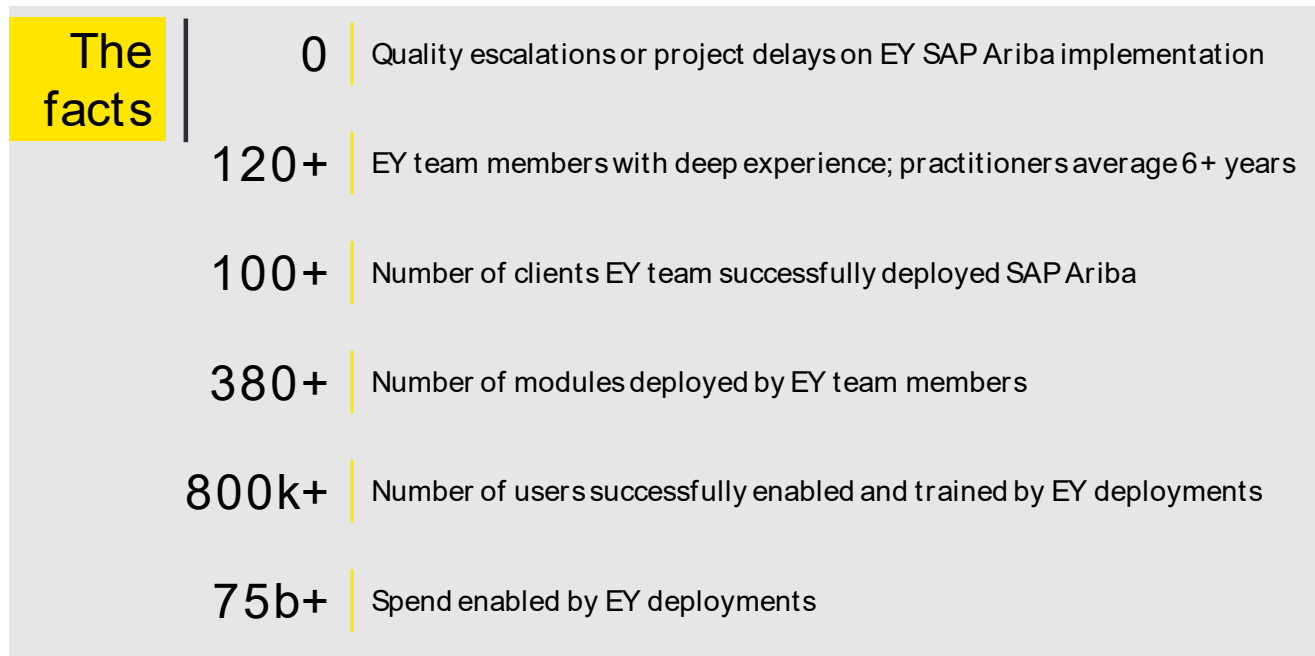


Figure 4. EY Facts and Figures

Resources have experience in global deployments across all functional areas:

- More than 100 companies (380+ modules) where Ariba has been successfully deployed
- Over 85% of deployments are cloud solutions
- Greater than 60 Ariba P2P deployments; 60% being on-demand/cloud-based
- More than 40 Ariba Contracts deployments
- More than 30 Ariba Sourcing deployments
- Greater than 50 Ariba Network deployments, including enablement
- Greater than 20 SAP, Oracle and PeopleSoft conversions

Key sectors and industries include:

- More than 25 companies in life sciences, pharma, healthcare and insurance
- More than 25 clients in oil and gas, mining and power and utilities
- More than 20 companies in financial services and banking
- More than 15 companies in consumer products and retail

In addition to our core areas of experience, continuous employee development will help the State realize value along the journey, including working with you to coach, train, and work alongside your employees throughout the program.

For this RFP, the details of EY point of contact are given below-

- a. Name – Ernst & Young LLP
- b. Address - One Kennedy Square, 777 Woodward Avenue, Suite 1000, Detroit 48226
- c. Contact person – Dan Kowal
- d. Contact person's telephone number - 313 628 8720
- e. Contact person's email address - Dan.Kowal@ey.com

1.3.2 Subcontractor 2 – SAP SE

Founded April 1, 1972, SAP is a global company headquartered in Walldorf, Germany. Our legal corporate name is SAP SE.

For over 49 years, SAP has helped businesses run better through world-class software solutions that solve complex problems to help invent, commercialize, and mainstream the products and services of the global economy. SAP's story is one of a steady rise from a small, five-man operation headquartered in southwest Germany's Rhine-Neckar region to one of the world's largest independent software providers and an employer of more than 100,000 people in over 140 countries with > 145 nationalities.

Globally, more than 77% of all transaction revenue touches an SAP system. With more than 400,000 customers in more than 180 countries, the SAP Group has a global presence and employs more than 102,000 people.

Market Position

Enterprise Application Software

- SAP is a market share leader in enterprise resource planning (ERP), analytics, supply chain management, human capital management, master data management, data integration as well as in experience management
- Recognized database leader
- Broadest portfolio of modular and suite solutions available on premise, in the cloud and hybrid

Top Cloud Vendor

- Cloud user base: ~238m users
- Cloud infrastructure: choice across hyperscale cloud vendors (Alibaba, Amazon, Google, Microsoft)
- Largest cloud portfolio: >100 solutions for all lines-of-business (LoB) as well as software suites
- 164m users run on SAP SuccessFactors solutions
- 70 data centers in 37 locations in 17 countries
- SAP Digital Commerce for online SAP and partner offerings >205,000 orders from 171 countries

SAP pursues a commitment to helping companies of all sizes and industries run better. With its software and services offering - whether deployed in the cloud or on-premise -, SAP empowers people and organizations to work together more efficiently and use business insight more effectively to stay ahead of the competition.

SAP is helping companies of all sizes and in all industries run at their best: **77% of the world's transaction revenue touches an SAP system.** Our machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers' businesses into intelligent enterprises.

Our end-to-end suite of applications and services enables our customers to operate profitably, adapt continuously, and make a difference. With a global network of customers, partners, employees, and thought leaders, SAP helps the world run better and improves people's lives.

Today, we are living in a time of global uncertainty that is caused by massive social change and digital disruption. Some of the world's greatest challenges can only be addressed by combining technology-driven innovations and corporate leadership.

At SAP, our purpose is to "help the world run better and improve people's lives" by empowering our customers to create a better economy, society, and environment for the world. With our innovations, we can help customers run at their best. Being the best means our customers can connect people and information to address the world's biggest challenges. That's why we focus on engineering

solutions to fuel innovation, foster equality, and spread opportunity across borders and cultures. With our broad customer base and ecosystem of around 20,000 partners, we can amplify our collective economic, social, and environmental impact.

Our core business is focused on the software and services markets. We offer end-to-end solutions across 25 industries and 12 lines of business, localized by country and for companies of any size. SAP S/4HANA is the next-generation business suite around which businesses can operate all their processes in real time to enable successful business outcomes. SAP S/4HANA works seamlessly in combination with our business network offering. Our solutions and services are designed with customer centricity in mind with a superior user experience based on a mobile-first approach and a choice of consumption, be it on premise or in the cloud.

Our ordinary shares are listed on the Frankfurt Stock Exchange. American Depositary Receipts (ADRs) representing SAP SE ordinary shares are listed on the New York Stock Exchange (NYSE). SAP is a member of Germany's DAX, TechDAX, the Dow Jones EURO STOXX 50, the Dow Jones Sustainability Index World, and the Dow Jones Sustainability Index Europe. As at December 31, 2018, SAP was the most valuable company in the DAX based on market capitalization.

We are committed to supporting the United Nations Sustainable Development Goals (UN SDGs). Technology-driven innovation underpins how SAP, together with our customers and our ecosystem, can execute initiatives across all 17 of the UN SDGs.

Company History

SAP was founded April 1, 1972 and is today the market leader in enterprise application software. Now with over 400,000 customers strong in more than 180 countries, more than ever, SAP is fueled by the pioneering spirit that inspired its founders to continually transform the IT industry.

When SAP was first created, the five company founders were most often onsite at their customers' computer center locations. In 1972, the first software programs they developed were written primarily at night and on weekends at, for example, ICI (Europe), the first SAP customer.

SAP's history of success is defined by a few key themes:

- A belief that "real-time" data processing can help bring people closer to business intelligence
- A dedication to innovation and an entrepreneurial spirit that enable SAP to continually push what's technically possible
- And an early commitment to collaboration and co-creating solutions with our customers

SAP currently counts approximately 400,000 customers in 180 countries, with millions of users in on-premise, hosted, or cloud environments.

Customers

- SAP serves >400,000 customers in >180 countries
- Approx. 80% of SAP's customers are SME

SAP customers include:

- 92% of the Forbes Global 2000 companies
- 98% of the 100 most valued brands
- 97% of the greenest companies (Newsweek)
- Our customers distribute 78% of the world's food and 82% of the world's medical devices
- 77% of the world's transaction revenue touches an SAP system

SAP is not only a vendor of leading ERP software; it also has a top professional services division that helps SAP's customers and partners by advising on major business transformations. To de-risk this eProcurement for the Participating States, Infosys has subcontracted advisory services with SAP as

one of our best practices. With multi-decades of experience, SAP Services offers unmatched Implementation expertise to assist Infosys/State of Maine in creating and realizing the business value of SAP Ariba.

- SAP Services is aware of the latest SAP business and technology innovations, the future direction of our solutions, and how you can best leverage SAP's products for your success.
- SAP Services deliver industry-specific, best practice methodologies - the SAP Activate methodology is authored by SAP and is the methodology for SAP implementations. This methodology is built on SAP's experience from tens of thousands of projects over a 46+ year period.
- SAP Services gives you access to knowledge and resources that are unavailable from other providers.
- SAP Ariba SMEs will take part in the business requirements analysis, to perform assessments along with Infosys on how the requirements can be met and identify potential risks and mitigations actions.
- SMEs will also take part in key design planning activities and functional and technical design workshops together with Customer and Partner's team in order to review design progress, validate design decisions, and/or identify elements that could be achieved utilizing a different approach, using SAP Ariba's best practices and experience.

With direct access to all SAP organizations, SAP Services offers knowledge and resources that other services organizations cannot. In addition, SAP can give the advantage of an unparalleled ecosystem focused on one thing: supporting your success. What does this mean for the State of Maine? You have a direct link to the source of your solutions. SAP Services has unparalleled access to SAP product and development teams. This provides quicker response times and fewer roadblocks in your implementation.

SAP's project governance model connects you to all of SAP. As you'll see later in this proposal, what distinguishes SAP's project governance model along with Infosys' is that we not only give you direct access to SAP's services organization, but we also provide a direct line to other key organizations within SAP, ensuring that the eProcurement program is executed properly and is aligned with SAP's future product roadmap.

For this RFP, the details of SAP point of contact are given below-

- a. Name – SAP SE
- b. Address - 3999 West Chester Pike, Newtown Square, PA 19073
- c. Contact person - Jeff Hoerman
- d. Contact person's telephone number - 484-437-5570
- e. Contact person's email address - jeff.hoerman@sap.com

1.3.3 Subcontractor 3 – Allied Digital Services LLC (ADSL)

Allied Digital Services LLC is a world-renowned global leader in IT Transformation, with an impeccable track record for designing, developing, deploying and delivering end-to-end IT Infrastructure services. With over two decades of proven experience, Allied Digital delivers cutting-edge IT services and solutions to a wide range of industries spanning 65 countries across 5 continents.

Our capabilities are built on our core philosophy that smart people, smart processes, and smart technologies provides the strong foundation for a best-in-class experience with our clients. Our field-tested Integrated Service Delivery Framework consistently enhances the value we deliver to our clients.

With more than three decades of experience in providing the managed infrastructure services to our customers, we have mastered the art of customer service with our matured systems and processes

(ITIL/ITSM) for high quality customer service. Today we are a partner for many large geographically distributed organizations for total outsourcing of IT support services.

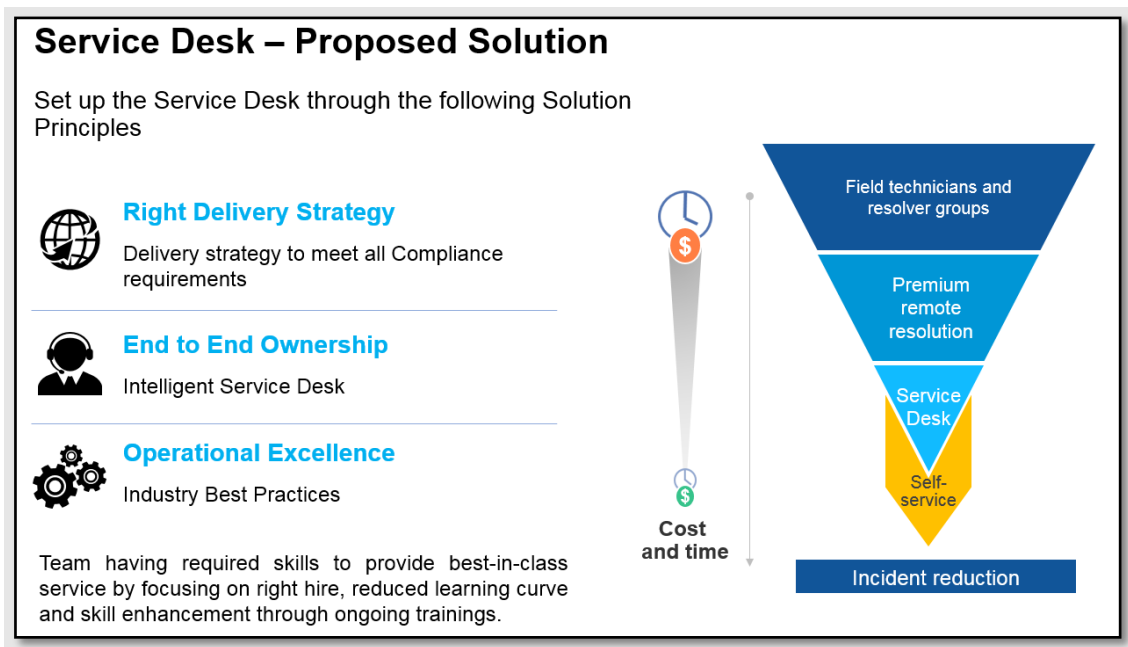


Figure 5. ADSL Proposed Service Desk Solution

Allied Digital's Value Proposition

Deep knowledge in providing End User Services to our customers

We currently handle over 2.5 million contacts per year for End User Support globally. This activity has given us sufficient experience which enables us to deliver high quality services to our clients. We will be happy to provide you with references of our delighted customers.

Highly customized, Process Driven Service Delivery

Allied Digital's Service Delivery processes are ISO 20000 certified, and we also have all our service delivery managers ITIL certified. Over the past years, we have matured our processes to ensure customer satisfaction with 99.9% SLA adherence.

Customer focused, Flexible and Scalable Service Organization

Allied Digital is the right size company to deliver services to your end users. Our Service Delivery team is agile and flexible to customer needs. We have empowered our Service Delivery managers to make quick decisions which benefit our customers. We can scale up or scale down our resources on demand which will help us to ensure that end users get the support they need, when they need it.

For this RFP, the details of ADSL point of contact are given below-

- Name – Allied Digital Services LLC
- Address - 680 Knox St. Suite #200, Torrance, CA 90502
- Contact person - Sair Muhammad
- Contact person's telephone number - 310-431-2321
- Contact person's email address - SMuhammad@allieddigital.net

1.4 Organizational Chart

Delivering a successful cloud-based procurement solution requires effective and efficient organization. Our proposed project organization model and structure for the State of Maine's eProcurement Program aligns to deliver best value through synergy and a strong delivery model in all areas:

- Project management
- Leadership alignment at all levels
- Functional areas alignment for delivery
- Change management

The proposed organization model also helps leverage key success factors from previous eProcurement engagements throughout the program delivery:

- Foster a joint team-oriented for accelerated decision making
- Collaborate extensively with State of Maine resources on both project planning and execution
- “One team” to deliver an integrated business solution as outlined in the RFP
- Infosys and EY eProcurement subject matter experts to transform business processes using best practices and leveraging standard feature-function, factoring in the future product roadmap
- Emphasis on data strategy from migration to refresh frequency
- Strict quality control and stage gate process with transparent and accessible program metrics
- End-to-end solution from design, build, deploy and on-going helpdesk services
- Comprehensive change management strategy for the different levels of stakeholders
- Early focus on benefits achievement and strategies to obtain the benefits

The following diagram further illustrates the organization we envision for the State of Maine’s eProcurement Program:

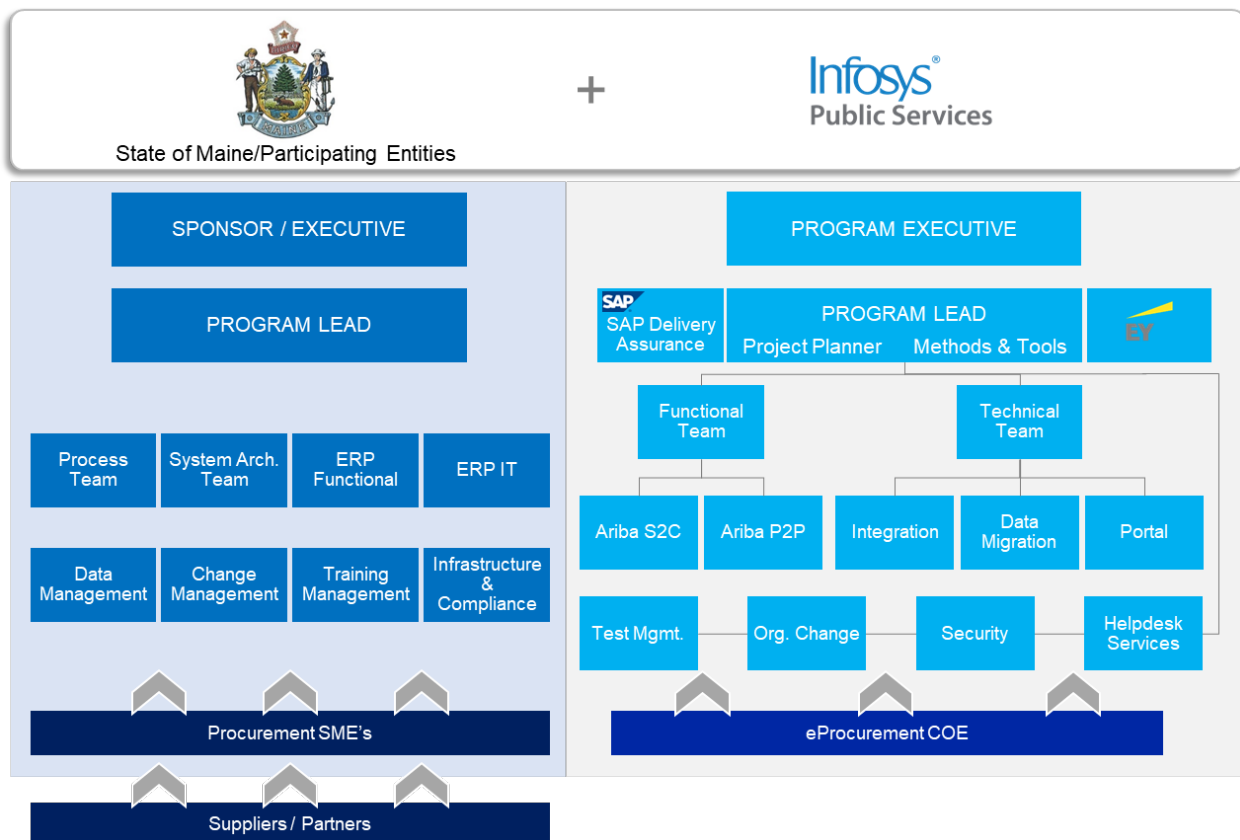


Figure 6. Proposed Organization Chart

Table 3. Proposed Organization Role Descriptions – Infosys Team

Implementation Team Roles	Description
Program Leadership	Infosys' executive sponsor for program delivery. Responsible for advising client counterparts on industry practices, trends, value drivers from other related programs. Provides directions for the Infosys team. Escalation in the governance model for all critical issues regarding Infosys.
EY Account Executive	Advises Infosys program leadership and program lead eProcurement leading practices, supports project delivery. Client relationship management and alignment as required.
Program Lead	Responsible for the delivery of the program for Infosys that includes scope, project plan and resources. Manage day-to-day program operations, including project status, resources, risks, and issues. Manage the Infosys team
Project Planner	Part of the PMO dedicated to planning and monitoring the project from beginning to end. Responsible for monitoring and controlling project scope, schedule, cost, RTM, and resources to make sure the project remains on track and within budget.
Program Methods & Tools	Supports project management with detailed knowledge of Ariba standard methodology. Define and configure program tools (using synergies with customer's input). Define templates for status, RAID, KDD, others. Maintain project handbook
Integration	Create technical designs, build and unit testing for complex custom interfaces. Facilitate/actively engage in joint application design workshops with point-to-point system SME's. Development of mapping, testing, and deploying code.
Portal	Work closely with business analysts to understand business and functional requirements regarding eProcurement portal, and ensure application development meets those requirements. Design, document and develop new functionality according to design and industry best practices. Integrate third-party libraries and APIs to bi-directional transfer data.
SAP Delivery Assurance	SAP Ariba Delivery Assurance provides delivery advisory and quality assurance services. A team of experts will actively participate in eProcurement program delivery throughout the program cycle to minimize delivery risks, improve delivery quality, and endure compliance with SAP Ariba's future product roadmap. The team is composed of a Project Advisor, an Ariba Solution Architects, and several Ariba subject matter experts for various modules.
Ariba S2C	Infosys process team provides detailed functional designs for source to contract (S2C) that is used for technical engineering, defines and delivers the configuration worksheets, conducts functional unit test, user roles/personas and interfaces with State of Maine counterparts throughout the program, assists with training materials and curriculum, assists with data load when needed.
Ariba P2P	Infosys process team provides detailed functional designs for procure to pay (P2P) that is used for technical engineering, defines and delivers the configuration worksheets, conducts functional unit test, user roles/personas and interfaces with State of Maine

Implementation Team Roles	Description
	counterparts throughout the program, assists with training materials and curriculum, assists with data load when needed.
Data Migration	Participate in or facilitate key tasks of data migration. Defines overall data strategy. Defines rules and processes for data management. Performs load and produces post-load reports. Assists with load error outs and resolution. Facilitate knowledge transfer to other project team members.
Test Management	Infosys provides an experienced test team that is proficient in testing methodology, tools, and management of different test cycles. This team manages test plans, test scripts, and coordinates test executions.
Org. Change	Ensure project organization readiness goals and deliverables are clearly communicated to the business. Develop the stakeholder management approach, Communications Plan and End User Training Plan. Assign people to Change Team Roles and ensure they are suitably trained. Manage the execution of all organization readiness plans and activities to ensure the organization is fully prepared to implement when scheduled Lead the determination of project team training requirements. Lead the development of a communication plan to ensure stakeholder involvement and participation. Lead the development of an end user training plan.
Training	Develop and manage project plan and strategy, including scope, schedule, resources, etc. for training and documentation. Work closely with implementation team to ensure effective and efficient integration of the documentation and training effort into the overall implementation plan. Finalize training curriculum and assist with communication to end user community. Approve and enforce training and documentation standards.
Security	Security design, development, implementation and provisioning across various environments. Provide subject matter expertise in implementation of system/role/user/process compliance controls. Provides technical expertise in implementation support. Collaborates with cross-functional team members. Manage Segregation of Duties (SoD) Remediation.
Helpdesk services	Service as first point of contact for customers seeking technical assistance. Perform remote troubleshooting. Determine the best solution based on the issue and details. Direct unresolved issues to the next level of support. Record events and problems and their resolution in logs. Follow-up and update customer status and information. Responsible for defining Help Desk procedures/. Communication procedure on how issues will be reported and resolved. Set up the Help Desk infrastructure.
eProcurement COE	Infosys has an extensive internal network of experts and knowledge bases. These technology SME resources will be tapped and leveraged throughout the P2P PHASE II program to accelerate and improve quality of the delivery.

Table 4. Proposed Organization Role Descriptions – State of Maine Team

Implementation Team Roles	Description
Sponsor/Executive	Executive sponsors of the program and responsible for providing direction and State of Maine resources. Key decision maker. Leads executive (Senior Leadership Team /Steering Committee) meetings.
Program Lead	State of Maine's project manager responsible for managing the internal project, team members and stakeholders. Working closely with Infosys project management office for planning, RAID, status, deliverable, approvals and resource onboarding point of contact. Internally for the State of Maine, the project manager will be responsible with program financials, charter, change requests and communicating across different levels of the organization.
Process Management	Process management leads represent their respective procurement processes/agencies/departments as the product owner. The team will be responsible for defining S2C and P2P functional requirements, and assisting in design, testing, training and deployment.
System Architecture Team	Provide current system landscape technical expertise that is related to the eProcurement scope. Provide current release management procedures and schedule. Assist on design and technical requirements at the enterprise landscape level.
ERP Functional	ERP Functional team will provide support for the integration between Ariba and ERP and support data cleansing, transformation/enrichment, validation, and reconciliation. Participate in design and testing cycles. The team will liaison/be responsible to provide requirement changes to the existing ERP system for this eProcurement program.
ERP IT	ERP Functional team will provide support for the integration between Ariba and ERP and assist in data migration activities. The team will liaison/be responsible to provide requirement changes to the existing ERP system for this eProcurement program.
Data Management	Lead data extraction and transformation (ETL) activities from data cleansing, extraction and assist in transformation/enrichment of the stage data. Provide source systems for each data object such as contract, supplier, purchase order and others.
Change Management	Lead State of Maine's organizational change management provide guidance and insight to key stakeholders and support adopt of the program. Work with Infosys on change impact assessment, stakeholder mapping, change management plan, business readiness assessment and communication plan.
Training Management	Work with Infosys on training plan, training materials, selection of super users, actively participate in TTT. Lead end user training after the 25% threshold for Infosys. Develop business onboarding plan.
Infrastructure & Compliance	Guide the implementation team on standards and compliance for implementing the new procurement solution. Work with SAP Ariba for system readiness (DEV, QA, PROD, other) and SLA's.

Implementation Team Roles	Description
Procurement SME	Subject matter experts in the current procurement process and relevant technology from various State of Maine agencies and departments to provide additional support to the program (if required). Engaged and communicated as stakeholders. Program will leverage insight and persona for design, testing, and usability.
Suppliers/Partners	Suppliers and Partners as stakeholders and leverage insight and persona for design, testing, and usability.

As a unique value proposition, Infosys has leveraged our strong global partnership with SaaS product vendor SAP, and included in our service offering **SAP Ariba's Delivery Assurance** services, to minimize delivery risks, improve delivery quality, and endure compliance with SAP Ariba's future product roadmap.

Infosys has collaborated extensively with SAP Professional Services in preparation for this proposal. SAP clearly understands that the objective of the RFP is to leverage standard system functionality (best practices) while providing a stable and scalable system to increase operational effectiveness for Infosys/State of Maine. We have outlined three key reasons why SAP Services is the State of Maine's best choice to support your eProcurement deployment.

- Our proposal provides the lowest risk option for State of Maine and Participating Entities:
 - SAP's experience collaborating with Infosys and SAP's access to its product and delivery teams provides lower risk.
 - The service aims to ensure that the SAP Ariba solutions are integrated into the customer's system landscape following best practices and SAP Ariba recommendations.
 - SAP Ariba provides consulting services to work with the Customer and Partner's teams to establish a detailed data configuration and integration approach based upon the customer's processes and SAP Ariba's experience & best practices.
- Intrinsically, SAP Professional Services have more in-depth knowledge of the SAP Ariba product suite and future direction, which ensure that this program will remain fit-to-standard and aligned with SAP product roadmaps.
- As the software provider, SAP Services is held to the highest standard of implementation estimate, design, and success. Including SAP Services as part of this delivery will ensure SAP as the product vendor has a stake in the success of this important procurement transformational progress for all participating entities.

1.5 Litigation

There are no active or closed litigations on Infosys Public Services from the past five years. There are no legal matters that would influence our ability to comply with our obligations under this contract.

1.6 Financial Viability

1.6.1 Dun and Bradstreet Report (IPS)

As per the requirement of this section, we have included below a copy of Dun & Bradstreet Business Information Report Snapshot. In addition, the summary of last three financial statements if Infosys Public Services are also included as part of the response.

Summary

Order Reference: vijaykumar_a@infosys.com | Report as of: 10/05/2021 | using Currency as EUR

INFOSYS PUBLIC SERVICES, INC.

Tradestyle(s): (FOREIGN PARENT IS INFOSYS LIMITED,
BANGALORE, INDIA.)

ACTIVE

HEADQUARTERS

Address: 800 King Farm Blvd Ste 505, Moved From:
2400 N Glenville Dr Ste C150,
Richardson, Tx, Rockville, MD, 20850,
UNITED STATES

Phone: +1 301-354-8600

D-U-N-S: 96-718-8702

In Portfolio: Yes

Tags: Customer Major Account Declined
Bankruptcy Highrisk(CRIC)
COVID Corporate Family Impact

Alerts: 4 new alert(s)

D&B Viability Rating

Portfolio Comparison Score



Company's risk level is: **LOW**

Probability that a company will go out of business, become dormant/inactive, or file for bankruptcy/insolvency within the next 12 months: 2.00 %

Figure 1. IPS D&B Viability Rating

1.6.2 FY 2020-21 Audited Financial Statement (IPS)

For FY 2020-21, IPS Financials is included as a part of the Infosys Subsidiary Financials available in public domain. Below is the public link to those Financials and Page number denotes the location of IPS specific financials & audit comments with accompanying notes.

IPS FY 2020-21 (Page No: 244-) - <https://www.infosys.com/investors/reports-filings/documents/subsidiaries-financial-statements-2020-21.pdf>

Independent Auditor's Report

To The Board Of Directors Of Infosys Public Services, Inc.

Report on the Special Purpose Consolidated Financial Statements

Opinion

We have audited the accompanying special purpose consolidated financial statements of INFOSYS PUBLIC SERVICES, INC. ("the Company"), which comprise the Consolidated Balance Sheet as at March 31, 2021, the Consolidated Statement of Profit and Loss (Including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year ended on that date, and a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the special purpose consolidated financial statements"). The special purpose consolidated financial statements are prepared for inclusion in the annual report of the Holding Company Infosys Limited under the requirements of section 129 (3) of the Companies Act 2013.

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid special purpose consolidated financial statements gives a true and fair view in conformity with the basis of preparation referred to in Note 1.2 of the special purpose consolidated financial statements, of the state of affairs of the Company as at March 31, 2021, the profit and total comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the special purpose consolidated financial statements in accordance with the Standards on Auditing (SAs) issued by the Institute of Chartered Accountants of India (ICAI). Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Special purpose consolidated Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the special purpose consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the special purpose consolidated financial statements.

Management's Responsibilities for the Special Purpose Consolidated Financial Statements

The Company's Board of Directors are responsible for the preparation of these special purpose consolidated financial statements that give a true and fair view of the financial position, financial performance, including other comprehensive income, changes in equity and cash flows of the Company in accordance with the basis described in Note 1.2 of the special purpose consolidated financial statement.

This responsibility also includes maintenance of adequate accounting records for safeguarding the assets of the company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the special purpose consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the special purpose consolidated financial statements, the Company's Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Special purpose Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these special purpose consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the special purpose consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is

higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management.
- Conclude on the appropriateness of the Management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the special purpose consolidated financial statements, including the disclosures, and whether the special purpose consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of the financial statements of such entities included in the consolidated financial statements of which we are the independent auditors.

Materiality is the magnitude of misstatements in the special purpose consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the special purpose consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the special purpose consolidated financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Basis of Accounting

We draw attention to Note 1.2 to the special purpose consolidated financial statements, which describes the basis of accounting. As a result, the special purpose consolidated financial statements may not be suitable for another purpose.

Restriction on Use and distribution

The report is issued to the Board of Directors of the Company solely for the above purpose and should not be distributed to or used by any other parties.

For Deloitte Haskins and Sells LLP

Chartered Accountants

(Firm Registration number: No. 117366W/W-100018)

Gurvinder Singh

Partner

Membership Number: 110128

Place: Bengaluru

Date: May 24, 2021

UDIN: 21110128AAAACH6Y37

Consolidated Balance Sheet

in US\$

Particulars	Note no.	As at March 31,	
		2021	2020
ASSETS			
Non-current assets			
Property, plant and equipment	2.1	537,254	647,462
Right-of-use assets	2.12	1,935,651	2,233,626
Financial assets			
Loans	2.2	11,503,696	10,003,696
Other financial assets	2.5	457,235	299,134
Deferred tax assets (net)	2.13	2,938,474	2,599,011
Income tax assets (net)	2.13	325,765	4,160,318
Total non-current assets		17,698,075	19,943,248
Current assets			
Financial assets			
Trade receivables	2.3	28,794,621	29,719,229
Cash and cash equivalents	2.4	56,184,281	19,944,820
Loans	2.2	46,835	15,023,817
Other financial assets	2.5	7,909,512	2,001,698
Other current assets	2.6	22,182,340	24,315,038
Total current assets		115,117,589	91,004,602
Total assets		132,815,664	110,947,850
EQUITY AND LIABILITIES			
Equity			
Equity share capital	2.7	17,500,000	17,500,000
Other equity		70,798,122	59,231,500
Total equity attributable to equity holders of the Company		88,298,122	76,731,500
Non-controlling interests		–	–
Total equity		88,298,122	76,731,500
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities	2.12	1,877,158	2,074,601
Other liabilities	2.10	222,762	–
Total non-current liabilities		2,099,920	2,074,601
Current liabilities			
Financial liabilities			
Trade payables	2.8	8,773,261	11,491,049
Lease liabilities	2.12	302,359	276,145
Other financial liabilities	2.9	28,171,040	12,690,624
Other liabilities	2.10	3,299,331	5,620,167
Provisions	2.11	1,154,083	1,515,481
Income tax liabilities (net)	2.13	717,548	548,283
Total current liabilities		42,417,622	32,141,750
Total equity and liabilities		132,815,664	110,947,850

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

for Deloitte Haskins & Sells LLP
Chartered Accountants
Firm Registration Number : 117366W/ W-100018
Gurvinder Singh
Partner
Membership Number : 110128

Bengaluru

May 24, 2021

for and on behalf of the Board of Directors of Infosys
Public Services Inc.

Ravi Kumar S
Director

Eric Paternoster
Chief Executive Officer

Consolidated Statement of Profit and Loss

in US\$, except equity share data			
Particulars	Note no.	Year ended March 31,	
		2021	2020
Revenue from operations	2.14	165,549,307	156,285,358
Other income, net	2.15	3,875,932	(193,097)
Total Income		169,425,239	156,092,261
Expenses			
Employee benefit expenses	2.16	23,490,417	19,602,077
Cost of technical sub-contractors		111,579,120	122,463,028
Travel expenses		177,455	1,046,874
Cost of software packages and others	2.16	13,724,197	2,376,902
Communication expenses		91,026	94,792
Consultancy and professional charges		2,048,609	593,986
Depreciation and amortization expense	2.1 and 2.12	475,509	485,086
Finance cost	2.12	43,155	43,114
Other expenses	2.16	807,396	1,367,326
Total expenses		152,436,884	148,073,185
Profit / (loss) before tax		16,988,355	8,019,076
Tax (benefit) / expense :			
Current tax	2.13	5,761,197	(2,881,848)
Deferred tax	2.13	(339,464)	(96,458)
Profit / (loss) for the period		11,566,622	10,997,382
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss		-	-
Remeasurement of the net defined benefit (liability) / asset, net		-	-
Equity instruments through other comprehensive income, net		-	-
Items that will be reclassified subsequently to profit or loss		-	-
Exchange differences on translation of foreign operations, net		-	-
Fair value changes on investments, net		-	-
Total other comprehensive income / (loss), net of tax		-	-
Total comprehensive income / (loss) for the period		11,566,622	10,997,382
Profit / (loss) attributable to :			
Owners of the Company		11,566,622	10,997,382
Non-controlling interests		-	-
		11,566,622	10,997,382
Total comprehensive income / (loss) attributable to :			
Owners of the Company		11,566,622	10,997,382
Non-controlling interests		-	-
		11,566,622	10,997,382
Earnings per equity share			
Earnings per equity share of \$0.5 each			
Basic and diluted		0.33	0.31
Weighted average equity shares used in computing earnings per equity share			
Basic and diluted		35,000,000	35,000,000

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

for Deloitte Haskins & Sells LLP

Chartered Accountants

Firm Registration Number : 117366W/ W-100018

Gurvinder Singh

Partner

Membership Number : 110128

Bengaluru

May 24, 2021

for and on behalf of the Board of Directors of Infosys
Public Services Inc.

Ravi Kumar S

Director

Eric Paternoster

Chief Executive Officer

Consolidated Statement of Cash Flows

Cash flows are reported using the indirect method, whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated. The Group considers all highly liquid investments that are readily convertible to known amounts of cash to be cash equivalents.

in US\$

Particulars	Note no.	Year ended March 31,	
		2021	2020
Cash flow from operating activities :			
Profit / (loss) for the period		11,566,622	10,997,382
Adjustments to reconcile net profit to net cash provided by operating activities :			
Income tax expense	2.13	5,421,733	(2,978,306)
Depreciation and amortization	2.1 and 2.12	475,509	485,086
Finance cost	2.12	43,155	43,114
Interest income on loan to fellow subsidiaries	2.18 (c)	(245,255)	(680,104)
Provision for post-sales client support	2.16	(366,846)	382,032
Impairment loss recognized / (reversed) under expected credit loss model	2.16	680,521	380,263
Exchange difference on translation of assets and liabilities		(1,753,604)	(95,496)
Changes in assets and liabilities			
Trade receivables and unbilled revenue		(149,644)	(20,757,879)
Loans, other financial assets and other assets		(3,906,752)	(808,462)
Trade payables	2.8	(2,717,788)	2,276,887
Other financial liabilities, other liabilities and provisions		13,405,076	4,018,932
Cash generated / (used) from operations		22,452,727	(6,736,551)
Income taxes paid		(1,757,379)	649,274
Net cash (used in) / from operating activities		20,695,348	(6,087,277)
Cash flow from investing activities			
Expenditure on property, plant and equipment		(80,883)	(710,949)
Loan given to fellow subsidiaries	2.18 (c)	(2,500,000)	(13,500,000)
Repayment of loans given to fellow subsidiaries	2.18 (c)	16,000,000	3,500,000
Interest received on loan from fellow subsidiaries		608,794	78,562
Loans to employees		(23,018)	23,332
Net cash (used in) / from investing activities		14,004,893	(10,609,055)
Cash flow from financing activities			
Payment of lease liability		(214,384)	(445,182)
Net cash (used in) / from financing activities		(214,384)	(445,182)
Effect of exchange rate on translation of foreign currency cash and cash equivalents		1,753,604	95,496
Net increase / (decrease) in cash and cash equivalents		34,485,857	(17,141,514)
Cash and cash equivalents at the beginning of the period		19,944,820	36,990,838
Cash and cash equivalents at the end of the period		56,184,281	19,944,820

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

for Deloitte Haskins & Sells LLP
Chartered Accountants
Firm Registration Number : 117366W/ W-100018

Gurvinder Singh
Partner
Membership Number : 110128

Bengaluru
May 24, 2021

for and on behalf of the Board of Directors of Infosys
Public Services Inc.

Ravi Kumar S
Director

Eric Paternoster
Chief Executive Officer

1.6.3 FY 2019-20 Audited Financial Statements (IPS)

For FY 2019-20, IPS Financials is included as a part of the Infosys Subsidiary Financials available in public domain. Below is the public link to those Financials and Page number denotes the location of IPS specific financials & audit comments with accompanying notes.

IPS FY 2019-20 (Page No: 105-) - <https://www.infosys.com/investors/reports-filings/documents/subsidiaries-financial-statements-2019-20.pdf>

Independent Auditor's Report

To the Board of Directors of Infosys Public Services, inc.

Report on the Special Purpose Consolidated Financial Statements

Opinion

We have audited the accompanying special purpose consolidated financial statements of INFOSYS PUBLIC SERVICES, INC. ("the Company"), which comprise the Consolidated Balance Sheet as at March 31, 2020, the Consolidated Statement of Profit and Loss (including Other Comprehensive Income), the Consolidated Statement of Changes in Equity and the Consolidated Statement of Cash Flows for the year ended on that date, and a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the special purpose consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid special purpose consolidated financial statements gives a true and fair view in conformity with the basis of preparation referred to in Note 1.2 of the special purpose consolidated financial statements, of the state of affairs of the Company as at March 31, 2020, the profit and total comprehensive income, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit of the special purpose consolidated financial statements in accordance with the Standards on Auditing (SAs) issued by the Institute of Chartered Accountants of India (ICAI). Our responsibilities under those Standards are further described in the Auditor's Responsibilities for the Audit of the Special purpose consolidated Financial Statements section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India (ICAI) together with the ethical requirements that are relevant to our audit of the special purpose consolidated financial statements and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ICAI's Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our audit opinion on the special purpose consolidated financial statements.

Management's Responsibilities for the Special Purpose Consolidated Financial Statements

The Company's Board of Directors are responsible for the preparation of these special purpose consolidated financial statements that give a true and fair view of the financial position, financial performance, including other comprehensive income, changes in equity and cash flows of the Company in accordance with the basis described in Note 1.2 of the special purpose consolidated financial statement.

This responsibility also includes maintenance of adequate accounting records for safeguarding the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls, that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the special purpose consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the special purpose consolidated financial statements, the Company's Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Special purpose Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the special purpose consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these special purpose consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the special purpose consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

-
- Obtain an understanding of internal financial control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
 - Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the management.
 - Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the special purpose consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
 - Evaluate the overall presentation, structure and content of the special purpose consolidated financial statements, including the disclosures, and whether the special purpose consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Materiality is the magnitude of misstatements in the special purpose consolidated financial statements that, individually or in aggregate, makes it probable that the economic decisions of a reasonably knowledgeable user of the special purpose consolidated financial statements may be influenced. We consider quantitative materiality and qualitative factors in (i) planning the scope of our audit work and in evaluating the results of our work; and (ii) to evaluate the effect of any identified misstatements in the special purpose consolidated financial statements.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

Basis of Accounting

We draw attention to Note 1.2 to the special purpose consolidated financial statements, which describes the basis of accounting. As a result, the special purpose consolidated financial statements may not be suitable for another purpose.

Restriction on Use and distribution

Our report is intended solely for the use of Company's management for the above purpose and should not be distributed to or used by any other parties.

As per our report of even date attached
for Deloitte Haskins & Sells LLP
Chartered Accountants
Firm's registration number: 117366W/ W-100018

Gurvinder Singh
Partner
Membership number: 110128

UDIN: 20110128AAAABG6429

Bengaluru
May 15, 2020

Consolidated Balance Sheet

		in US\$	
Particulars	Note no.	As at March 31,	
		2020	2019
Assets			
Non-current assets			
Property, plant and equipment	2.1	647,462	74,212
Right-of-use assets	2.12	2,233,626	–
Financial assets			
Loans	2.2	10,003,696	12,003,696
Other financial assets	2.5	299,134	192,349
Deferred tax assets (net)	2.13	2,599,011	2,502,552
Income tax assets (net)	2.13	4,160,319	1,528,076
Total non-current assets		19,943,248	16,300,885
Current assets			
Financial assets			
Trade receivables	2.3	29,719,229	16,885,331
Cash and cash equivalents	2.4	19,944,820	36,990,838
Loans	2.2	15,023,817	3,047,149
Other financial assets	2.5	2,001,698	1,908,220
Other current assets	2.6	24,315,038	15,551,298
Total current assets		91,004,602	74,382,837
Total assets		110,947,850	90,683,722
Equity and liabilities			
Equity			
Equity share capital	2.7	17,500,000	17,500,000
Other equity		59,231,500	48,419,476
Total equity attributable to equity holders of the Company		76,731,500	65,919,476
Non-controlling interests		–	–
Total equity		76,731,500	65,919,476
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities	2.12	2,074,601	–
Total non-current liabilities		2,074,601	–
Current liabilities			
Financial liabilities			
Trade payables	2.8	11,491,049	9,214,162
Lease liabilities	2.12	276,145	–
Other financial liabilities	2.9	12,690,624	11,165,327
Other current liabilities	2.10	5,620,167	3,265,966
Provisions	2.11	1,515,481	970,176
Income tax liabilities (net)	2.13	548,283	148,615
Total current liabilities		32,141,749	24,764,246
Total equity and liabilities		110,947,850	90,683,722

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached
for Deloitte Haskins & Sells LLP
Chartered Accountants
Firm's registration number: 117366W/ W-100018

for and on behalf of the Board of Directors of Infosys Public
Services Inc.

Gurvinder Singh
Partner
Membership number: 110128

Ravi Kumar S
Director

Eric Paternoster
CEO

Bengaluru
May 15, 2020

Consolidated Statement of Profit and Loss

Particulars	Note no.	in US\$, except equity share data	
		Years ended March 31,	
		2020	2019
Revenue from operations	2.14	156,285,358	150,531,666
Other income, net	2.15	(193,097)	(19,473)
Total income		156,092,261	150,512,193
Expenses			
Employee benefit expenses	2.16	19,602,077	17,234,408
Cost of technical sub-contractors		122,463,028	128,961,536
Travel expenses		1,046,874	1,169,232
Cost of software packages and others	2.16	2,376,902	1,820,725
Communication expenses		94,792	67,247
Consultancy and professional charges		593,986	851,185
Depreciation and amortization expense	2.1 and 2.12	485,086	50,178
Finance cost	2.12	43,114	–
Other expenses	2.16	1,367,326	1,052,573
Total Expenses		148,073,185	151,207,084
Profit / (Loss) before tax		8,019,076	(694,891)
Tax (benefit) / Expense:			
Current tax	2.13	(2,881,848)	5,041,933
Deferred tax	2.13	(96,458)	(631,201)
Profit/ (Loss) for the period		10,997,382	(5,105,622)
Other comprehensive income			
Items that will not be reclassified subsequently to profit or loss		–	–
Remeasurement of the net defined benefit (liability)/asset, net		–	–
Equity instruments through other comprehensive income, net		–	–
Items that will be reclassified subsequently to profit or loss		–	–
Exchange differences on translation of foreign operations, net		–	–
Fair value changes on investments, net		–	–
Total other comprehensive income/(loss), net of tax		–	–
Total comprehensive income / (loss) for the period		10,997,382	(5,105,622)
Profit / (Loss) attributable to:			
Owners of the Company		10,997,382	(5,105,622)
Non-controlling interests		–	–
		10,997,382	(5,105,622)
Total comprehensive income / (Loss) attributable to:			
Owners of the Company		10,997,382	(5,105,622)
Non-controlling interests		–	–
		10,997,382	(5,105,622)
Earnings per equity share			
Earnings per equity share of US\$ 0.5 each			
Basic and diluted		0.31	(0.15)
Weighted average equity shares used in computing earnings per equity share			
Basic and diluted		35,000,000	35,000,000

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached

for Deloitte Haskins & Sells LLP

Chartered Accountants

Firm's registration number: 117366W/ W-100018

Gurvinder Singh

Partner

Membership number: 110128

for and on behalf of the Board of Directors of Infosys Public
Services Inc.

Ravi Kumar S

Director

Eric Paternoster

CEO

Bengaluru

May 15, 2020

Consolidated Statement of Cash Flows

Cash flows are reported using the indirect method, whereby profit for the period is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and item of income or expenses associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated. The Group considers all highly liquid investments that are readily convertible to known amounts of cash to be cash equivalents.

in US\$

Particulars	Note no.	Years ended March 31,	
		2020	2019
Cash flow from operating activities			
Profit/ (Loss) for the period		10,997,382	(5,105,622)
Adjustments to reconcile net profit to net cash provided by operating activities			
Income tax expense	2.13	(2,978,306)	4,410,732
Depreciation and amortization	2.1 and 2.12	485,086	50,178
Finance cost	2.12	43,114	-
Interest income on loan to fellow subsidiaries	2.18 (c)	(680,104)	(375,842)
Provision for post-sales client support	2.16	382,032	384,880
Impairment loss recognized/(reversed) under expected credit loss model	2.16	380,263	(175,568)
Exchange difference on translation of assets and liabilities		(95,496)	469,984
Changes in assets and liabilities			
Trade receivables and unbilled revenue		(20,757,879)	(4,996,506)
Loans, other financial assets and other assets		(808,462)	594,146
Trade payables	2.8	2,276,887	48,190
Other financial liabilities, other liabilities and provisions		4,018,932	(4,368,768)
Cash generated/(used) from operations		(6,736,551)	(9,064,197)
Income taxes paid		649,274	(6,427,852)
Net cash used in operating activities		(6,087,277)	(15,492,050)
Cash flow from investing activities			
Expenditure on property, plant and equipment		(710,949)	(168,917)
Loan given to fellow subsidiaries	2.18 (c)	(10,000,000)	(6,500,000)
Interest received on loan from fellow subsidiaries		78,562	281,575
Loans to employees		23,332	49,611
Net cash used in investing activities		(10,609,055)	(6,337,731)
Cash flow from financing activities			
Payment of lease liability		(445,182)	-
Net cash used in financing activities		(445,182)	-
Effect of exchange rate on translation of foreign currency cash and cash equivalents		95,496	(469,984)
Net increase / (decrease) in cash and cash equivalents		(17,141,514)	(21,829,781)
Cash and cash equivalents at the beginning of the period		36,990,838	59,290,602
Cash and cash equivalents at the end of the period		19,944,820	36,990,838

The accompanying notes form an integral part of the consolidated financial statements

As per our report of even date attached
for Deloitte Haskins & Sells LLP
Chartered Accountants
Firm's registration number: 117366W/ W-100018

for and on behalf of the Board of Directors of Infosys Public Services Inc.

Gurvinder Singh
Partner
Membership number: 110128

Ravi Kumar S
Director

Eric Paternoster
CEO

1.6.4 FY 2018-19 Audited Financial Statements (IPS)

For FY 2018-19, IPS Financials is included as a part of the Infosys Subsidiary Financials available in public domain. Below is the public link to those Financials and Page number denotes the location of IPS specific financials & audit comments with accompanying notes.

IPS FY 2018- 19 (Page No: 275 – 288) - <https://www.infosys.com/investors/reports-filings/Documents/subsidiaries-financial-statements-2018-19.pdf>

Independent Auditors' Report

To the Board of Directors of Infosys Public Services, Inc.

We have audited the accompanying consolidated financial statements of Infosys Public Services, Inc. and its subsidiary (the 'Company'), which comprise the consolidated balance sheets as of March 31, 2019 and 2018, and the related consolidated statements of income, changes in stockholders' equity, and cash flows for the year then ended, and the related notes to the consolidated financial statements.

Management's Responsibility for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of Infosys Public Services, Inc. and its subsidiary as of March 31, 2019 and 2018, and the results of their operations, changes in stockholders' equity and their cash flows for year then ended in accordance with accounting principles generally accepted in the United States of America.

Bengaluru, India

May 15, 2019

Consolidated Balance Sheet

Particulars	Note no.	In US \$, except equity share data	
		As at March 31,	
		2019	2018
ASSETS			
Current assets			
Cash and cash equivalents	2.1	36,990,838	59,290,602
Trade receivables	2.2	16,885,331	14,887,404
Unbilled revenue		16,811,886	13,637,740
Loan to fellow subsidiaries		3,000,000	8,500,000
Prepayments and other current assets	2.3	929,801	1,436,902
Total current assets		74,617,856	97,752,648
Non-current assets			
Property, plant and equipment	2.4	74,212	44,292
Loan to fellow subsidiaries		12,000,000	–
Deferred Income tax assets		2,502,552	1,871,352
Income tax assets		1,528,076	90,001
Total non-current assets		16,104,841	2,005,645
Total assets		90,722,697	99,758,293
LIABILITIES AND EQUITY			
Current liabilities			
Trade payables	2.5	9,214,162	9,165,973
Income tax liabilities		148,615	96,460
Unearned revenue		2,798,941	11,856,891
Client deposit		110,000	220,000
Employee benefit obligations	2.6	895,014	800,153
Provisions	2.8	970,176	589,745
Other current liabilities	2.7	10,666,313	6,003,973
Total current liabilities		24,803,221	28,733,194
Total liabilities		24,803,221	28,733,194
Equity			
Common Stock - US \$ 0.50/- par value, Authorised: 40,000,000 shares; Issued and outstanding 35,000,000		17,500,000	17,500,000
Retained earnings		48,419,476	53,525,098
Total stockholders' equity		65,919,476	71,025,098
Total liabilities and stockholders' equity		90,722,697	99,758,293

The accompanying notes form an integral part of the financial statements.

Ravi Kumar S.
Director

Eric Paternoster
Chief Executive Officer

Delaware, USA
May 15, 2019

Consolidated Statement of Income

		In US \$ except equity share data	
Statement of Income	Note no.	Years ended March 31,	
		2019	2018
Revenue		150,531,666	147,619,878
Cost of Revenue	2.10	144,651,931	121,810,785
Gross profit		5,879,735	25,809,093
Expenses:			
Selling and marketing expenses	2.10	2,103,969	2,329,674
Administrative expenses	2.10	4,451,183	4,434,406
Total operating expenses		6,555,152	6,764,080
Operating profit/ (loss)		(675,417)	19,045,013
Other (expenses)/ income	2.11	(19,473)	702,124
Profit/ (loss) before income taxes		(694,890)	19,747,137
Income tax expense	2.13	4,410,732	8,437,034
Net profit/ (loss) for the period		(5,105,622)	11,310,102
Earnings per equity shares			
Earnings per equity share of \$0.50 each		(0.15)	0.32
Equity shares used in computing earnings per equity		35,000,000	35,000,000

The accompanying notes form an integral part of the financial statements.

Ravi Kumar S.
Director

Eric Paternoster
Chief Executive Officer

Delaware, USA
May 15, 2019

Consolidated Statement of Cash Flows

Particulars	In US \$	
	Years ended March 31,	
	2019	2018
Operating activities:		
Net Profit / (loss)	(5,105,622)	11,310,102
Adjustments to reconcile net profit to net cash provided by operating activities :		
Depreciation and amortization	50,178	106,244
Income tax expense	4,410,732	8,437,034
Provision for doubtful trade receivable	(175,568)	(152,383)
Interest Income on loan to fellow subsidiary	(375,842)	(124,966)
Post Sales Client Support, net of reversals	384,880	321,983
Forex gain or loss on Cash and Cash equivalents	469,984	(457,989)
Changes in Working Capital		
Trade receivables	(1,979,681)	6,549,082
Prepayments and other assets	594,146	(956,345)
Unbilled revenue	(3,016,825)	(5,608,945)
Trade payables	48,190	(598,717)
Client deposits	(110,000)	220,000
Unearned revenue	(9,057,950)	10,545,870
Other liabilities and provisions	4,799,182	2,045,779
Cash (used in)/ generated from operations	(9,064,198)	31,636,750
Income taxes paid	(6,427,852)	(4,393,910)
Net cash (used in)/ generated from operating activities	(15,492,050)	27,242,840
Investing activities:		
Loan to fellow Subsidiaries	(12,000,000)	(8,500,000)
Loan refund from fellow subsidiaries	5,500,000	
Interest received on loan from fellow subsidiaries	281,575	
Expenditure on property, plant and equipment, including changes in retention money and capital creditors	(168,917)	(12,766)
Loans to employees	49,611	121,329
Net cash (used in) / generated from investing activities	(6,337,730)	(8,391,436)
Financing activities:		
Net cash (used in) / generated from financing activities	-	-
Effect of exchange rate changes on cash and cash equivalents	(469,984)	457,989
Net increase/(decrease) in cash and cash equivalents	(21,829,780)	18,851,404
Cash and cash equivalents at the beginning of the period	59,290,602	39,981,209
Cash and cash equivalents at the end of the period	36,990,838	59,290,602

The accompanying notes form an integral part of the financial statements.

Ravi Kumar S.
Director

Eric Paternoster
Chief Executive Officer

Delaware, USA
May 15, 2019