

## Our Promise to every Customer

“3D”

**Develop** deep understanding of the unique needs of our customers.

**Deliver** pioneering products and services of outstanding quality and value.

**Delight** our customers with great experiences at every touch point.

## Customer Manifesto

### 1. DEVELOP DEEP INSIGHTS INTO CURRENT AND FUTURE NEEDS OF CUSTOMERS

We will develop a structured approach to search deep, and to develop valuable insights about what our customers need - today, tomorrow and ten years later. In developing these insights, we will carefully scan the environment, technology trends, societal trends and human trends. We will also ensure regular first-hand interaction of our team members with our customers, to develop a very good sense of customer needs.

### 2. DEVELOP CUSTOMER SEGMENTATION AND UNDERSTAND UNIQUE NEEDS OF EACH SEGMENT

We know that sharp customer segmentation is essential for success. We also know that incorrect segmentation can result in a sub-optimal business. We will develop the best possible customer segmentation approach for our business. We will update this segmentation approach periodically. We will take all the time and effort required to fully map out the unique needs of each customer segment, and to clearly paint a picture of each customer segment in the minds of our team members.

### 3. DEVELOP UNDERSTANDING OF WHAT OUR CUSTOMERS DO NOT NEED

We understand that we have to necessarily offer customers what they need, and we should not offer them what they do not need. We will therefore clearly map out what our customers do not need, so that these “non-needs” can be kept out of our products and services, as we develop the right value offers.

### 4. DELIVER PRODUCTS AND SERVICES BY STEPPING BEYOND EXISTING BOUNDARIES

We will evolve brilliant products and services that meet future customer needs, without being constrained by existing boundaries. We recognize that this will require a spirit of innovation and stretch, and a mindset that keeps customer needs at the epicenter, with everything else working single mindedly towards meeting these needs.

### 5. DELIVER SUPERIOR VALUE BEYOND JUST PRICE, WHICH MAKES US THE FIRST CHOICE

We will understand what constitutes superior value to our customers. We will also ensure that the word “commoditization” has no place in our customer dictionary, and price is therefore never the only significant variable that determines value. We will find one or more methods to consistently deliver such superior value and be the first choice of our customers.

### 6. DELIVER PROMISED AND EXPECTED QUALITY THROUGH WORLD-CLASS PROCESSES

We will not tolerate quality that falls short of promise or expectation. We will ensure our processes are world-class, to consistently deliver the required quality.

### 7. DELIGHT BY PROACTIVELY “WOWING” CUSTOMERS AT EVERY TOUCH POINT

We will map out our “points of customer truth”. We will ensure that we proactively structure each of these touch points to deliver customer delight. We will make a million customer smiles bloom in each of our client locations / stores / markets, by focusing on superb customer experience.

### 8. DELIGHT BY BEING VERY AGILE IN EVERY CUSTOMER TRANSACTION

We recognize that agility is key to keeping our customers happy. We will build an agile and highly responsive customer-facing organization, supported by equally agile and responsive processes across the value chain. We will respond to our customer requests, observations and complaints double quick, and always stay ahead.

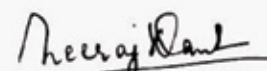
### 9. DELIGHT BY BECOMING A SOLUTION PROVIDER AND A TRUSTED ADVISOR FOR LIFE

Our role is to provide solutions to our customers, and we will ensure this at all times. We will never say no to find the right solution for our customers. We will thus become a trusted advisor to our customers, in our line of products and services. Our customers can always rely on us, for their needs and challenges. We will build a long-term relationship with our customers, ideally for their entire lifetime.

### 10. BUILD A STRONG “CUSTOMER FIRST” MINDSET AND CUSTOMER METRICS

We will build a culture within our Organization which is customer-centric in every way. The face of the customer will pervade our Organization. We will meet our customers constantly. We will define a few, clear, simple customer metrics for our Organization, and for every member of our team. We will measure ourselves against these metrics constantly, and strive to achieve world-class levels on each of these metrics.

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