TO ALL STOCK EXCHANGES

BSE LIMITED
NATIONAL STOCK EXCHANGE OF INDIA LIMITED
NEW YORK STOCK EXCHANGE

May 31, 2022

Dear Sir/ Madam,

**Sub: Analyst/Investor meeting - presentations**

Please find attached the presentations which will be made during the analyst/investor meeting to be held in Mumbai today.

This will also be hosted on the website at www.infosys.com.

Thanking you,

Yours sincerely,

For Infosys Limited

A.G.S. Manikantha
*Company Secretary*
Strategic Overview
Driving growth and value creation
Salil Parekh
Chief Executive Officer and Managing Director
Safe harbor

Certain statements in this presentation concerning our future growth prospects, financial expectations and plans for navigating the COVID-19 impact on our employees, clients and stakeholders are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding COVID-19 and the effects of government and other measures seeking to contain its spread, risks related to an economic downturn or recession in India, the United States and other countries around the world, changes in political, business, and economic conditions, fluctuations in earnings, fluctuations in foreign exchange rates, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry and the outcome of pending litigation and government investigation. Additional risks that could affect our future operating results are more fully described in our United States Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2021. These filings are available at www.sec.gov. Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Securities and Exchange Commission and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company unless it is required by law.
Strategy put in place in 2018

- Scale agile digital
- Energize the core
- Expand skilling
- Drive localization

Focus on client relevance and execution
Results

54 “Digital Leader” rating across offerings of Digital Pentagon by industry analysts in FY 22 (It was 24 in FY 18)

- Digital revenue from 25.5% to 59.2%
- Revenue growth (cc) from 5.8% to 19.7%
- $100M+ accounts from 20 to 38
- Employees from 204,000 to 310,000
- Significant market share gain
- TSR highest among peers

One Infosys
Digital technology services market continues to grow

- Global technology services market is expected to grow between 5% and 6% over the next 5 years
- Digital and cloud services leading the growth
- Digital and Cloud Market size ($B)
  - 2022: 410-450
  - 2027E: 830-890
  - 14-16% CAGR
- Digital transformation remains critical for large, global companies
- Opportunity to continue to gain market share
- Demand outlook remains strong today among global macro trends
Strategic elements looking ahead

- Scale cloud business
- Continue intensity in Digital
- Next generation seeding
- Advanced automation, modernization
- People care and development

Continued focus on client relevance and execution
Scale cloud business

Market leading capabilities

- IaaS/Public
- IaaS/Private
- SaaS
- PaaS
- Data on Cloud
- Cloud Security
- Advisory, Design and Migration
- Industry solutions
Continue intensity in Digital

- IoT
- Cybersecurity
- Enterprise tech
- Digital engineering services
- Data, analytics, AI

CLIENT DIGITAL JOURNEY

- EXPERIENCE
- INSIGHT
- ASSURE
- INNOVATE
- ACCELERATE
Next generation seeding

Digital Natives

Europe

New Technologies
(E.g., Metaverse, Quantum, Web 3.0, Blockchain)

Sustainability
Advanced automation and modernization

Next generation BPM

Advanced ADM
- Bridge between core services and digital/cloud

Modernization
- Zero Disruption Modernization

AI, machine learning, automation
- Automated intelligent processes
- Low touch, high impact ecosystem
People care and development

Enhanced employee engagement
- Attract with brand as a talent magnet
- Engage and Empower
- Incentivize learning culture

Faster and predictable career progression
- Accelerate career growth
- Skill based differential compensation
- Higher internal fulfilment

Extensive re-skilling for all
- Digital and Cloud
- Full stack
- Certifications and skill-based recognition
We have levers to drive high margins

- Manage pyramid ratios and delivery cost/FTE
- Optimize onsite/offshore mix
- Optimize sub-contractor usage
- Capture value from automation
- Realize operating efficiencies
- Value based selling
Conclusion

- Last 4 years demonstrated a successful strategic blueprint that we executed well
- Going ahead, we see strong opportunities in digital and cloud
- Our people engagement is robust and becoming stronger
- We have several levers to drive high margins
- We are well-poised to gain market share and deliver value
THANK YOU
Next in Digital

Ravi Kumar S.

President
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Market dynamics are reshaping the future

Key Shifts

- Accelerated digitization
- Digitization + Dispersion
- Software is the new alchemy
- Industry transitions

Every enterprise will be a software company at the core
Our **Strategic focus on Digital** has yielded significant results

59% of our business is now Digital

- **Focused Digital offerings & Partner ecosystem**
- **Deliver Value through a Services + Platform approach**
- **Innovation & Co-Creation through Living Labs, Hubs and Design studios**
- **Best in class Reskilling Infrastructure & Distributed talent**

**Investments in COBALT, helped scale cloud adoption**
**Next In Digital** for Infosys

Digital Services have evolved around efficiency stack, growth agendas and smart connected products & services

### COBALT 2.0

<table>
<thead>
<tr>
<th>Scale Cloud</th>
<th>Digital Engineering</th>
<th>Human Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>SaaS</td>
<td>Infra</td>
<td>Data</td>
</tr>
<tr>
<td>Cyber Security</td>
<td>Emerging Technology</td>
<td>Advisory Led Consulting</td>
</tr>
<tr>
<td>Threat Assessment</td>
<td>Privacy</td>
<td>GRC</td>
</tr>
</tbody>
</table>

**Human Experience**
- Experience Driven
- Commerce
- UX-UI Design
- eCommerce
- Studio As A Service
COBALT has evolved to be a key differentiator

300+ Industry solutions and 35K cloud assets
Pivoting to **Business operations** is critical to scale cloud

Large 'in-flight' transformations and accelerated shift to ‘As A Service’ requires new ways of working
Transforming Digital Experience

Humanizing Experience

Customer Experience + User Experience + Employee Experience

Experience Driven Commerce

Digital Interactions

Digital Marketing

Platforms & Solutions:
- Infosys equinox
- Infosys MERIDIAN
- Wongdoody
- blue acorn iCi
- brilliant basics
- Carter. oddity

Network of 16 Digital Studios

StudioNEXT

Strategic Partnerships
Human experience
Next gen Data & Analytics services

Data economy is driving new possibilities, fluid business models and monetization

Unlock data from legacy estate and touchless operations

Drive Sentience

Create Network effect

Digitize Data Estate

Analytics, AI & Insights

Data Algorithms & mining

Digital feedback loops

Data on Cloud

Data exchanges

New ecosystems

Data Strategy & Consulting | Architecture | Analytics | Insights & Visualization | Data Operations | Data Engineering
Assuring Zero Trust Cyber Resilience at Scale

Secure by design
- Identity & Access Management
- Infrastructure Security
- Data Privacy & Protection
- Governance, Risk & Compliance
- Cloud Security

Secure by scale
- Threat Detection & Response
- Emerging Technologies
- Cyber Advisory Services
- Vulnerability Management
- Managed Security Services

Secure the future
- Cyber Watch
- Cyber Intel
- Cyber Hunt
- Cyber Scan
- Cyber Gaze
- Cyber Compass

Global Network of 7 Cyber Defense Centers

Strategic Partnerships
- SailPoint
- CrowdStrike
- zscaler
- CyberArk
- Palo Alto
- Microsoft

Academic Collaboration
- Purdue University
- Cornell University
- Carnegie Mellon University
Scaling Applied AI to accelerate business outcomes

**Responsible AI**
- Assessment Framework | AI audit and security consulting
- Workforce Reskilling

**Define AI**
- Discovery | AI Maturity Assessment | Strategy & Roadmap

**De-Risk**

**Define**

**Democratize**

**Enable AI**
- AI COE Setup | Micro Change Management

**Accelerate AI**
- AI Platforms | AI Engineering Lifecycle

**Innovate AI**
- Edge AI | Living Labs | Startups

**25+**
- AI Services on Infosys AI Cloud

**1000+**
- Use cases

**150+**
- Show & Tell demos
### Accelerate Automation for efficiency and productivity

<table>
<thead>
<tr>
<th>Manual</th>
<th>Tool Assisted</th>
<th>Automation</th>
<th>Intelligent Automation</th>
<th>Specialized AI</th>
<th>Self Learning AI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fully manual process</td>
<td>Use of regular tools &amp; applications</td>
<td>Handle exceptions</td>
<td>Manage exceptions</td>
<td>Focus on training bots</td>
<td>Intelligent Self-managed, self-healing bots fully perform a tasks</td>
</tr>
<tr>
<td>Office Tools</td>
<td>ERP, CRM, standardized software</td>
<td>RPA</td>
<td>RPA + OCR, Simple Chat bots</td>
<td>NLP, AI, ML Knowledge graphs</td>
<td>Future</td>
</tr>
</tbody>
</table>

Repository of 24K bots
IoT - Intersection of Edge, 5G and devices

Industrial IoT
SMART CONNECTED PROCESS
Digital Manufacturing, Industry 4.0, Smart Mining, Sustainability, Digital Thread

Product IoT
SMART CONNECTED PRODUCTS
Connected Vehicle, Connected Home, Smart Farming, Smart Medical Devices

Smart Spaces
SMART CONNECTED INFRASTRUCTURE
Asset Efficiency & Sustainability, Smart Experiences, Return to Work

Ready to deploy Industry Solutions
CONNECTED OPERATIONS ON CLOUD
INFOSYS INTELLIGENT WORKPLACE PLATFORM

3 Innovation Hubs
IoT Studios in Indianapolis, Hartford & Richardson

Partner Ecosystem
Technology providers
Sensor & Device Partners
Application Partners
Consulting Partners
Academia & Industry Forum

Microsoft Azure IoT Platform
AWS
Cisco
Rockwell Automation
SAP
ORACLE
PÖYRY
RWTH AACHEN UNIVERSITY
THE UNIVERSITY OF WESTERN AUSTRALIA
Embedded Software drives the future of engineering

**PRODUCT PLATFORM SERVICES**
Transforming and modernizing Enterprise Products and Platforms and creating Digital twins

1. **MECHANICAL & ELECTRONIC PRODUCT DEVELOPMENT**
   - Embedding software into the end-to-end product lifecycle
   - Concept to design with digital CAD based modelling & analytics

2. **TURBO ENGINEERING**
   - Advanced Prototyping and Usability Labs

3. **Digital Product Engineering**
   - Kaleidoscope Innovation, an Infosys company

4. **MEDIA DEVELOPMENT & SERVICES**
   - Apps & Middleware development across Cable, IPTV, OTT, and Satellite segments

5. **LIVE ENGINEERING**
   - Quality assurance and engineering across the PLM cycle

**NEXT IN DIGITAL**
Emerging Technology accelerating new offerings

Metaverse Foundry
100+ Ready to use templates and use cases in AR/VR, smart spaces, IoT, AI, Blockchain & NFT

Gaming Ecosystem
Product Development | Operations | AI & Analytics | Performance Management | Cyber Security

Low Code No Code
Citizen developers (< 5% coding)
Power Users (< 20% coding)

With more developers in Non-Tech industry, Low Code platforms are driving digital fluidity and agility

Astronomical scope of Gaming industry – 3 billion people in the world are gamers

Metaverse foundry converges the power of our domain and design expertise, XR platform, digital accelerators, and strong alliances ecosystem
Co-creating **Innovation cycles**

**INFOSYS INNOVATION NETWORK (IIN)**
Startups (120+) | Horizon 2 & 3 Trends | Listening Post as a Service

**THOUGHT LEADERSHIP**
Infosys Knowledge Institute | Tech Cohere | Tech Compass |

**INNOVATION FUND**
Clients | Corporate Funds | Infosys Fund

**LIVING LABS & MARKETPLACE**
Co-Creation | Joint Solutions | Design Studios | Try out

**PLATFORMS & IP**
Helix | Cortex | Polycloud | Mortgage Platform | Digital Brain |

**EXPERIMENTATION PLAYGROUNDS**
AI Cloud | RISD Workshops | Bot Factory

**DIVERSITY OF THOUGHT**
STEM | Non-STEM | Alternate Talent

Continue to inculcate grassroots innovation @ scale
THANK YOU
Market Approach and Financial Services Depth

Mohit Joshi
President
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Market Approach
Growth Drivers & Market Share expansion
Two major initiatives have driven our market success…

1. Large Deals

- $40B in large deals in 4 years
- Market leading win rate for Net New
- 2.5X pipeline expansion

2. Account Expansion

Top 10
Fastest-Growing Top 10 IT Services Brand in the World

#1
#1 in social connectivity with decision-makers at clients
...with digital solutions addressing business problems...

**Transforming Financial Services**

**Digitizing Telecom**

**Increasing access to Healthcare**

**High end R&D in Aerospace**

**Powering e-commerce for Retail**

**Enabling sustainable eco systems**

**Wholesale and Universal Banking Transformation across Geo’s**

For one of the largest banking and financial institutions

**Digital Supply Chain Transformation**

For a leading wireless network operator

**Improving member access to health care**

For a managed health care company

**Core Engineering R&D**

For a bell weather company in Aerospace and Defence

**Enhancing experiences powered by Data, and driven by Human Experience**

For a leading retailer

**Building a Connected, Sentient and a Sustainable ecosystem**

For a leading provider of integrated environmental solutions
…powered by our intelligent, open platforms

- **Cloud powered enterprise transformation**
  - Infosys Cobalt

- **Automation, AI and supply chain platforms**
  - edgeverve

- **Core banking and digital banking platform**
  - Infosys Finacle

- **AI platform for empowering better Healthcare**
  - Infosys Helix

- **AI driven customer engagement platform**
  - Infosys Cortext

- **Human-centric digital commerce platform**
  - Infosys Equinox

- **Live Enterprise Application Platform**
  - Infosys Live Enterprise Suite

- **Policy administration for the global life insurance and annuity industry**
  - WINGSPAN

- **Learning, reskilling and talent transformation platform for clients**
  - Infosys, MHC McGinnis
We are now witnessing another shift…from ‘OR’ to ‘AND’

<table>
<thead>
<tr>
<th>Efficiency</th>
<th>And</th>
<th>Transformation &amp; Growth</th>
</tr>
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<tbody>
<tr>
<td>IT</td>
<td>And</td>
<td>Business</td>
</tr>
<tr>
<td>Personalisation</td>
<td>And</td>
<td>Standardisation</td>
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<tr>
<td>Outsourcing</td>
<td>And</td>
<td>Insourcing</td>
</tr>
<tr>
<td>Wealth Creation</td>
<td>And</td>
<td>Sustainability</td>
</tr>
<tr>
<td>Offices</td>
<td>And</td>
<td>Homes</td>
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</table>
Infosys is uniquely positioned to address this new reality…

<table>
<thead>
<tr>
<th>Global Delivery</th>
<th>And</th>
<th>Localisation</th>
</tr>
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<tbody>
<tr>
<td>Technology</td>
<td>And</td>
<td>Domain</td>
</tr>
<tr>
<td>Services</td>
<td>And</td>
<td>Platforms</td>
</tr>
<tr>
<td>Digital Transformation</td>
<td>And</td>
<td>Core IT Optimisation</td>
</tr>
<tr>
<td>Scale</td>
<td>And</td>
<td>Agility</td>
</tr>
<tr>
<td>Leading Talent Infrastructure</td>
<td>And</td>
<td>Welcome client employees</td>
</tr>
</tbody>
</table>
...and we are addressing this duality in our sales strategy

Our strategy for sustainable growth

**Large Deals**
- Double down on Cloud, Digital and Tech + Ops
- Focus on Tech Natives
- Greater penetration into Continental Europe
- New channels with Private Equity and Product Partners
- Embed ESG in all large deals

**Account Expansion**
Special focus to grow high potential accounts ($10 Mn-50 Mn)

**Sales Transformation & Enablement**
- Enhance digital skills of our salesforce
- Expand salesforce through renewed hiring in local markets
- Drive adoption for hybrid salesforce and new skills
- Emphasis on social intelligence to amplify impact
Finally, we will continue to address our clients’ business problems with digital solutions…

- Verticalized digital solutions
- Differentiated end-user experience
- Cloud as a foundational layer
- Emerging technologies: Metaverse Foundry, Quantum Computing
- Secure technology infrastructure and assure business performance
…and to enhance our focus on Europe

Our European business is already on a strong trajectory

18k+
Employees

71%
Locals

30%
Women

Strategic LOCALIZATION FOCUS

#3
Digital Innovation Center
Düsseldorf, Germany, Bucharest, Romania
Stuttgart, Germany

#5
Client Proximity Centers
Erlangen & Stuttgart, Germany; Baden, Switzerland;
Marseille, France; Nottingham, UK; Dublin, Ireland

#2
Design Studios
Düsseldorf, Germany, London, UK

#1
Cyber Defense Center
Bucharest, Romania

Sustainability and Green Tech
Green IT Investments | Decarbonization

Infosys Collaboration with Lefdal Mine Datacenter (Norway)
One of Europe’s greenest data center ecosystems, blueprint to accelerate decarbonization

Partner Ecosystem
Govt. Collaborations | ESG framework
Financial Services Depth
Accelerating FSI Digital Transformation
Post Pandemic, Digital Transformation accelerated across Financial Services & Insurance…

- Ecosystem Banking
- Embedded Finance
- Fintechs, Non-Banking Players
- Millennials, Gen Z
- New Business Models, Componentized products

- Embedded Insurance, Connected Insurance
- Life + Health Insurance
- Claims Ecosystem
- Gig Economy
- IOT, Blockchain, Insurtechs

- Inter-generational Wealth Transfer
- Digital Assets: Crypto, NFT
- ESG investing is mainstream
- Resilience to Market Volume & Volatility
- Robo-Advisory

- Decoupling of Credit & Transaction – Buy now pay later
- Point of Sale Innovations: Contactless, P2P, Pay by Account, Augmented purchases, IOT payments
- Realtime Payments & Treasury
- Payments Data mining & AI
- Digital Currency: Stable Coins, CBDC
Infosys is seeing a strong and profitable growth driven through higher digital business.

Digital Growth ~ 2X of overall Growth

Infosys works with Top:
- 8/10 US banks, 4/6 European Banks, 3/4 Australian Banks
- 4/5 card issuers, 3/4 acquirers
- 3/5 mortgage originators
- 8/10 Investment Banks
- 3/5 Global Custodians
- 4/7 US Broker Dealers & Investment Managers
- 4/5 Global Insurers, 7/7 Life Insurers
- 3/3 P&C Insurers, 4/5 Commercial Line Insurers
- 2/3 Global Insurance Brokers

FSI Growth Rates

<table>
<thead>
<tr>
<th></th>
<th>FY 20</th>
<th>FY 21</th>
<th>FY 22</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue growth % in cc</td>
<td>8.2%</td>
<td>8.2%</td>
<td>17.8%</td>
</tr>
<tr>
<td>Digital Revenue growth % in cc</td>
<td>40.1%</td>
<td>26.8%</td>
<td>29.7%</td>
</tr>
</tbody>
</table>

100,000+ Associates, 60,000+ Digital, 20,000+ Domain Experts
Financial Services & Insurance – Digital Transformation Playbook

Digital Transformation Playbooks

- Be a Digital Attacker
- Reimagine Customer Journeys
- AI Flywheel
- Data driven intelligent lending
- Frictionless Self-servicing
- Blockchain & Tokenization
- “Center-out” Operations digitization
- Insurance Policy Admin Modernization, Claims Digitization

Select Case Studies

[Citizens Bank] Designing & Building the Strategic Blueprint and Cloud Native Business Platforms

[Frost] Frost returns to Mortgage with Digital First Approach with Infosys as Partner

[SPS] SPS is leveraging Infosys Mortgage Solutions with its NLP, ML and Predictive Analytics to reduce service transfer timeline for customers by 95%.

Finacle is at the forefront of Digital Transformation
for Incumbents, Challengers, NeoBanks and Fintechs…

### Digital Disruptions
- Customer Journeys are transforming to Digital & Third-party channels
- Scaling Business Model Innovation: BaaS, Marketplace Banking, Digital Only Banking
- Cost-to-income benchmarks are getting reset
- Cloud, APIs, and AI are transforming banking

### Use Cases
- Neo Banks
- Challenger Banks
- Banking as a Service
- Marketplace Banking
- WhatsApp Banking
- Mobile Teller
- Blockchain
- Realtime Payments
- Open API Banking

### Select Case Studies
- **Digitization of existing operations:**
  - Santander
  - ANZ
  - ING
  - Emirates NBD
  - DBS
  - Gruppo Sancolombia

- **Digital-only banks:**
  - Marcus by Goldman Sachs
  - digibank
  - NEQUI
  - DISCOVER
  - LINE BK

- **FinTechs – As clients & partners:**
  - Paytm
  - resimac
  - gieom
  - NetGuardians
  - Personetics
  - UNIKEN

- **Non-financial industry players:**
  - Infosys
  - Global Telecom Leader
  - Leading Global Insurer

100+ countries | Over a billion people | 1.7 billion accounts | Over 16% of the world population
We are Verticalizing Cloud Offerings with Infosys Cobalt Cloud for Financial Services

Accelerates business value and innovation in the cloud for FS Clients

- Secure, vertical cloud platform that enables enterprises to:
  - Accelerate cloud adoption
  - Rapidly build cloud native business platforms
  - Drive business agility and growth
  - Foster innovation
  - Deliver a personalized customer experience

- Industry specific assets, use case solutions, microservices, reusable frameworks, blueprints, patterns, pre-configured Regulatory compliance etc.

Market Axess is leveraging Infosys Cobalt Financial Services Cloud platform for reconciliation as a service on cloud. This is helping Market Axess scale the reconciliation process on-demand while improving accuracy and transparency.
Digital Shifts of the Future...

Metaverse
Banking, Virtual Bank Branches, Gamified financial literacy, Virtual Lounges...

Banking as a Service
Digital brands are embedding financial services into their customer touchpoints leveraging BaaS to provide integrated Customer Experiences...

Blockchain & Crypto
Payments, Clearance and Settlement Systems, Fundraising, Securities tokenization, Efficient Loans and Credit, Trade Finance, Customer KYC and Fraud Prevention

Quantum, 5G, AI
NFT: Beeple’s collage, "Everydays - The First 5000 Days"

Quantum: Settlements, Capital Requirements, Risk Simulations, Fraud Detection, Trading & Portfolio Optimization, Product Recommendation, Pricing

Infosys Quantum Living Labs, 5G Labs, Applied AI
THANK YOU
People Engagement

Krishnamurthy Shankar

Group Head – Human Resources and ILI
Certain statements in this presentation concerning our future growth prospects, financial expectations and plans for navigating the COVID-19 impact on our employees, clients and stakeholders are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding COVID-19 and the effects of government and other measures seeking to contain its spread, risks related to an economic downturn or recession in India, the United States and other countries around the world, changes in political, business, and economic conditions, fluctuations in earnings, fluctuations in foreign exchange rates, our ability to manage growth, intense competition in IT services including those factors which may affect our cost advantage, wage increases in India, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on immigration, industry segment concentration, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks or system failures, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which Infosys has made strategic investments, withdrawal or expiration of governmental fiscal incentives, political instability and regional conflicts, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property and general economic conditions affecting our industry and the outcome of pending litigation and government investigation. Additional risks that could affect our future operating results are more fully described in our United States Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2021. These filings are available at www.sec.gov. Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Securities and Exchange Commission and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company unless it is required by law.
Headcount growing consistently over the last 3 years

Total Headcount (figures in ‘000)

- FY20: 242 (YoY Growth: 6.2%)
- FY21: 260 (YoY Growth: 7.1%)
- FY22: 314 (YoY Growth: 21.0%)

Figures as on 31st March of each year
Hiring numbers growing impressively

New Hires
(figures in ‘000)

FY20 | FY21 | FY22
--- | --- | ---
65  | 52  | 142

2.2 X increase in hiring over FY20
Accelerated hiring at scale to strengthen our pyramid

85K+ (3X over FY21)  
Fresher intake in FY22

57K (2.4X over FY21)  
Laterals hired in FY22

Coding assessments
Country wide coding competition  
#HackwithInfy

Multi-level selection
Skill, learnability & cultural fit assessed

Fresher hiring
Hiring the best talent globally  
InfyTQ

Professional hiring
Focused on skill & expertise

*HackwithInfy* — Coding competition for engineering students  
*Infy TQ* - Platform with technical and professional skills courses aimed at making engineering students become industry-ready
Attrition is tapering down

Q4 attrition was 27.7% LTM*  Q4 annualized attrition down by 5% from Q3

Key Interventions:

- Compensation corrections
- Faster career growth
- Skill development programs
- Greater engagement

*Only for IT Services
Compensation a key lever

3 compensation increases rolled out in last 15 months

- January 2021
- July 2021
- Now rolled out effective April 2022

- Special skill based compensation correction
- Significant geo based retention budgets
- Rolled out retention bonus, higher promotions, higher stock grants
Reimagining Work, Workplace & Workforce to address the future needs

**Workplace**
(Purpose | Culture | Wellbeing)

**Work**
(Hybrid Work Design | Hub & Spoke | Tech ecosystem)

**Workforce**
(Careers | Learning)

**HYBRID**
Work: Enabling the future hybrid work model

Key Considerations

- Client Expectations
- Employee Need
- Team & Org Culture Need
- Regulatory Requirements

Will evolve to a Future work model

- Permanently Remote
- Permanently WFO
- Flexible WFO

Hybrid Work Design

- Toggle seamlessly across work modes – Home / Office
- Flexibility – location & time
- Staggered approach for return to office

Hub & Spoke

- New centers in Noida, Vizag, Kolkata, Coimbatore in addition to Indore, Nagpur, Mohali
- 6 Regional Hubs in US

Tech Ecosystem

- Communication & Collaboration solutions
Nearshore Focus Areas:
Bulgaria, Romania, Poland, Slovakia, Croatia, Lithuania, Mexico, Canada, Philippines

India Locations:
Coimbatore, Kolkata, Vishakhapatnam, Noida

Lending Human Capital:
Reskilling as a service | Captives | Rebadging | Dedicated Client hubs | BOT models

Our current localization efforts created a strong foundation
Workplace: Led by our Purpose, Values and Culture

With a greater focus on flexibility, wellbeing & diversity in a hybrid work model
Continued focus on employee wellness

Four pillars of employee wellness at Infosys

**Covid Support**
- Vaccination center in Infosys campuses
- Hospital tie-ups
- Dedicated Covid Care Centers
- Over 96% vaccinated in India

**Supporting Mental Health**
- 24*7 Wellness coaches for distress counselling
- Samaritan – peer to peer counselling
- Online self-help tools
- Mindfulness workshops

**Work-Life Balance**
- Leisure events
- Virtual communities
- Influencing fitness
- ‘No Meeting’ hours
Diversity has been a key priority in line with our ESG vision

Significant programs to improve diversity

- Return to work after maternity
- ‘Restart’ with Infosys
- Orbit Next- to build our pipeline into managers
- Diverse hiring at leadership
- Strong LGBTQ network
- Active Employee Resource Groups
- 156 nationalities
Workforce: Deep emphasis on Lifelong learning leveraging Lex

- **300K +** Learning Resources on Lex
- **295K +** Infoscions on Lex
- **22K +** Learners access Lex everyday
- **34 + mins** Average Learning time
- **40K +** Employees certified every month on Lex

- Anytime, Anywhere Learning with Lex
- Enables reskilling employees faster at scale
- Focusing on building depth & breadth of skills
- Exclusive for Managers - Infosys Great Manager Program - tie-up with Cornell
Agile careers with increased internal fulfillment

3.4X \( \uparrow \)
Promotions in FY22 over FY21

1.4X \( \uparrow \)
Internal Movements in FY22 over FY21

Faster and predictable career growth

Accelerated careers for top talent
Predictable growth up to middle management

Internal marketplace
BRIDGE* for career shifts

Increased opportunities for talent within

AGILE, SKILL DRIVEN CAREERS

Manage talent with skill framework

Skill based differentiation

*Bridge programs facilitate career shifts from Project management to Technology / Consulting / Deep Programming
Augmented by a strong focus on skills

Transformation specialists

Unique new age skill identifier

Digital Quotient
A comprehensive digital readiness indicator
Leadership development and succession planning a key priority

Stable, energized ‘One-Infosys’ leadership
Seamlessly managed transition of COO

Succession Planning
- Strong succession bench strength
- Led by assessments, career conversations
- Coaching
- Retention- 95%

Leadership Development
- Partnership with Stanford and Harvard
- On the job projects by leaders
- ATD Award for Excellence in Practice

Women in Leadership
- Over 350 Women Leaders enrolled in the ILI-Stanford Program
- Leaders as Mentors
- Women Icons Asia D&I Champion Award 2022
Our Employee Value Proposition sums it all....

*Move Forward, Take the world with you!*

- **Inspiring you to build what’s next**
- **Making sure your career never stands still**
- **Navigating further, together**
Global recognition for our Talent practices

- **ATD Excellence in Practice** Award 2022 - for Leadership & Managerial Development

- **Brandon Hall Group's** HCM Excellence 2021-22 - Best-in-class Talent Acquisition & New-hire Onboarding Program

- **SHRM HR Excellence Awards 2021** – Excellence in HR Analytics, D&I, Wellness & Hybrid Workspaces

- **Stevie® Awards** 2021 - Career and workforce readiness and COVID-19 response management

- **Forbes’** The Best Employers for Diversity in 2021

- **AVTAR** Best Company for Women
In conclusion

- Increase in headcount
- All time high recruitment
- Strong training and reskilling
- Diversity in focus
- High Employee Engagement
THANK YOU
Fuelling growth and delivering margins

Nilanjan Roy
Chief Financial Officer
Safe Harbor

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FY22 highlights

Industry leading **Revenue** growth at ~20% in CC

Robust **Operating margin** at 23%

**Digital** growth of >40% in CC; share of digital at 57%

94 **Large deals** signed with TCV of $9.5 billion

**FCF** conversion at 103%, **ROE** at record 29.1%

**TSR** in top quartile among peer group
Fuelling Growth and Driving Margins

- Supply side fulfilment
- Margin Drivers
- Pricing
- Building Strategic Capability
- Programmatic M&A
- ESG

Growth
Supply Side Fulfilment

- Large demand opportunity
- Talent shortage (Industry attrition)
- Increased Compensation (fresh hires + own teams)
- Investment in talent
- Higher Subcon
- Increasing fresher intake (impact on utilization)

- 3 compensation hikes in last 6 quarters
- Additional comp interventions to retain talent - skill-based, retentions bonus, higher promotions, higher ESOPs etc.

Don’t miss demand cycle – future opportunities to optimize costs
# Margin Drivers

**Pyramid**
- Onsite and Offshore
- Internal rotation and promotion
- Higher fresher intake

**Subcon**
- Subcon to Hire/Subcon to Replace
- Margin to Rate card
- Vendor consolidation

**Automation**
- Lean and Automation
- Bot Factory

**Onsite-Offshore/Nearshore**
- Work from Anywhere (WFA) opportunity
- Onsite/Nearshore/Offshore
- Hybrid work
- Hub & Spoke

**Operating Leverage**
- Subsidiaries
- SG&A
Pricing – From Cost Based to Value Selling

**Inflation**
- COLA MSA clauses (Old and new)
- Pricing ongoing engagements
- Discounts on renewals/adhoc

**Digital value created**
- Focused pricing initiative for digital talent
- Client outcome linkages
- Incremental pricing for scaled and proven capabilities
- Acquired subsidiary synergies
- Non-CIO buying centers
Building Strategic Capability

Further focus on digital and cloud capability

- Strategic partner of choice for digital transformation
- Full stack and verticalized solutions for cloud migration

Tech natives

Building GTM to address untapped emerging segment

Employee value proposition

- Digital career streams
- Predictable career paths
- Skill-based compensation

Building future growth pillars
Programmatic & Disciplined M&A

Digital capabilities
Cloud (Horizontal and Vertical)
Geographic Footprint
Synergy
ESG – Good Business is Good for Business

Vision: Shape and share solutions that serve the development of businesses and communities

Environment
- Climate change
- Engaging with clients on climate
- Water
- Waste

Social
- Enabling digital talent at scale
- Tech for good
- Diversity and inclusion
- Energizing local communities
- Employee wellness and experience

Governance
- Corporate Governance
- Data privacy
- Information management

Sustainability Practice

Prioritized Offerings
- Energy Transition & Transmission
- ESG Finance
- Circular PLM
- Smart Spaces
- Decarbonize
- ESG-As-A-Service

Foundational to All Offerings
- ESG Data & Analytics / ESG Project Reporting
- Sustainability Advisory & Org Change Management
- Green IT Best Practices

Infosys Springboard

Infosys Analyst Meet 2022
Value Creation for Shareholders

Strong FCF conversion (as % of Net profit)

<table>
<thead>
<tr>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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<tbody>
<tr>
<td>92</td>
<td>113</td>
<td>103</td>
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Increasing Return on Equity (in %)

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<tr>
<th>FY20</th>
<th>FY21</th>
<th>FY22</th>
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<tbody>
<tr>
<td>25.8</td>
<td>27.4</td>
<td>29.1</td>
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Superior capital returns (in ‘000 crore)

<table>
<thead>
<tr>
<th>FY20</th>
<th>FY21</th>
<th>FY22*</th>
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<tr>
<td>8.2</td>
<td>11.5</td>
<td>13.0</td>
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Continued Industry Leading TSR (in %)

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<th>TSR up to May 27, 2022</th>
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<td>INFY 141%</td>
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*Including final dividend for FY22, subject to shareholders’ approval at the forthcoming AGM
**Buyback includes tax on buyback

FY20-FY22: 73% FCF returned (5 Year Capital allocation Policy FY 20-FY24 85% return)
Summary

- Support client needs
- Relentless focus on cost via margin drivers
- Scaling up strategic capabilities in current year
- Driving pricing improvements
- Leveraging Infosys Sustainability credentials
THANK YOU