

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



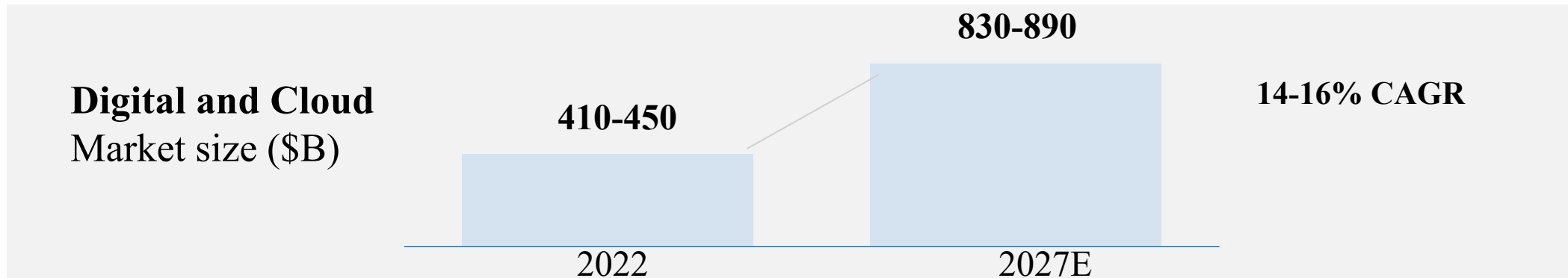
54 “**Digital Leader**” rating across offerings of Digital Pentagon by industry analysts in **FY 22**
(It was **24** in FY 18)

- 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 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



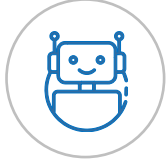
Scale cloud business



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

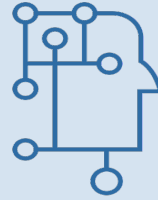


Advisory,
Design and
Migration



Industry
solutions

Continue intensity in Digital



Data, analytics,
AI



Enterprise tech



Digital
engineering
services



IoT



Cybersecurity



Experience

Next generation seeding

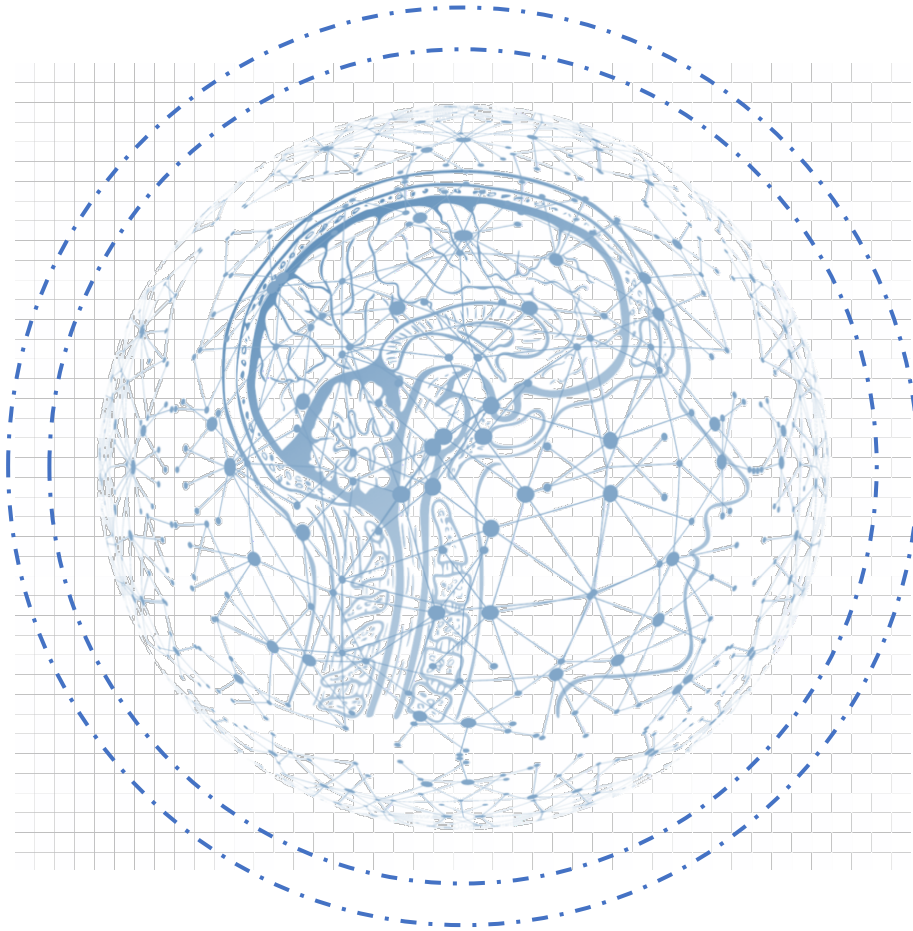
Digital Natives

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

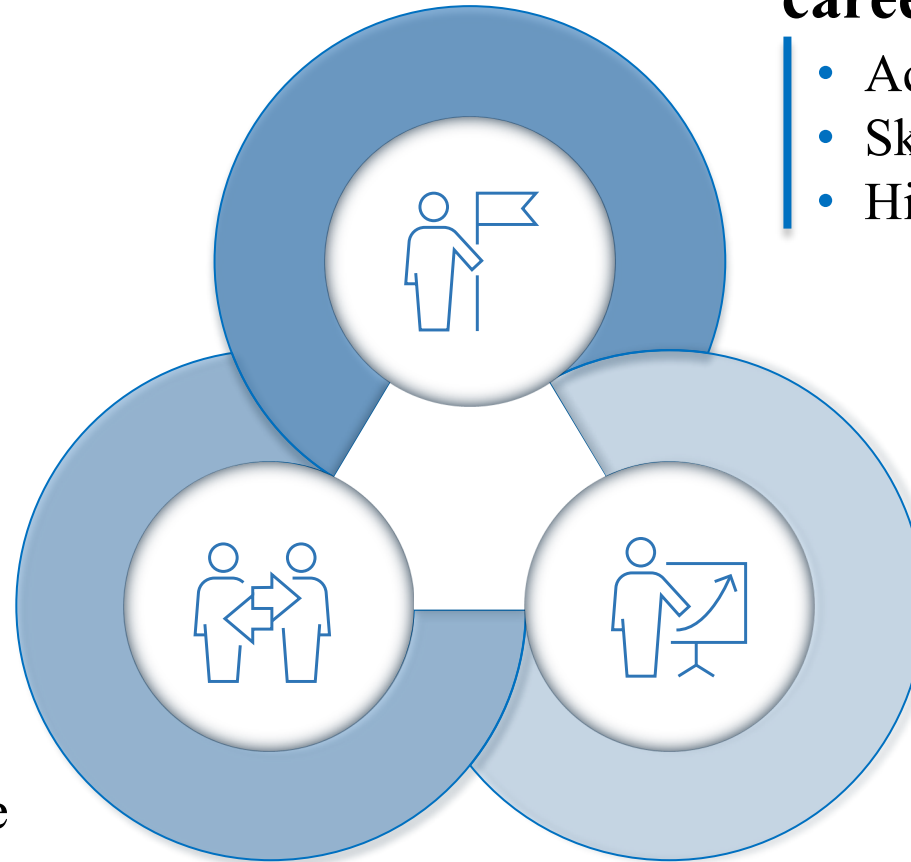
AI, machine learning, automation

- 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



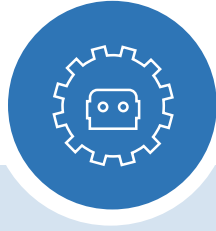
Manage
pyramid
ratios and
delivery
cost/FTE



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

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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



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

Scale Cloud

SaaS | Infra | Data |
Zero Disruption
Modernization

Digital Engineering

Product Engineering | 5G |
IoT | Robotics | SDN

Human Experience

Experience Driven
Commerce | UX-UI Design |
eCommerce | Studio As A
Service

Cyber Security

Threat Assessment |
Privacy | GRC | Cyber
Defense Centers

Emerging Technology

Applied AI | LCNC |
Metaverse | Gaming

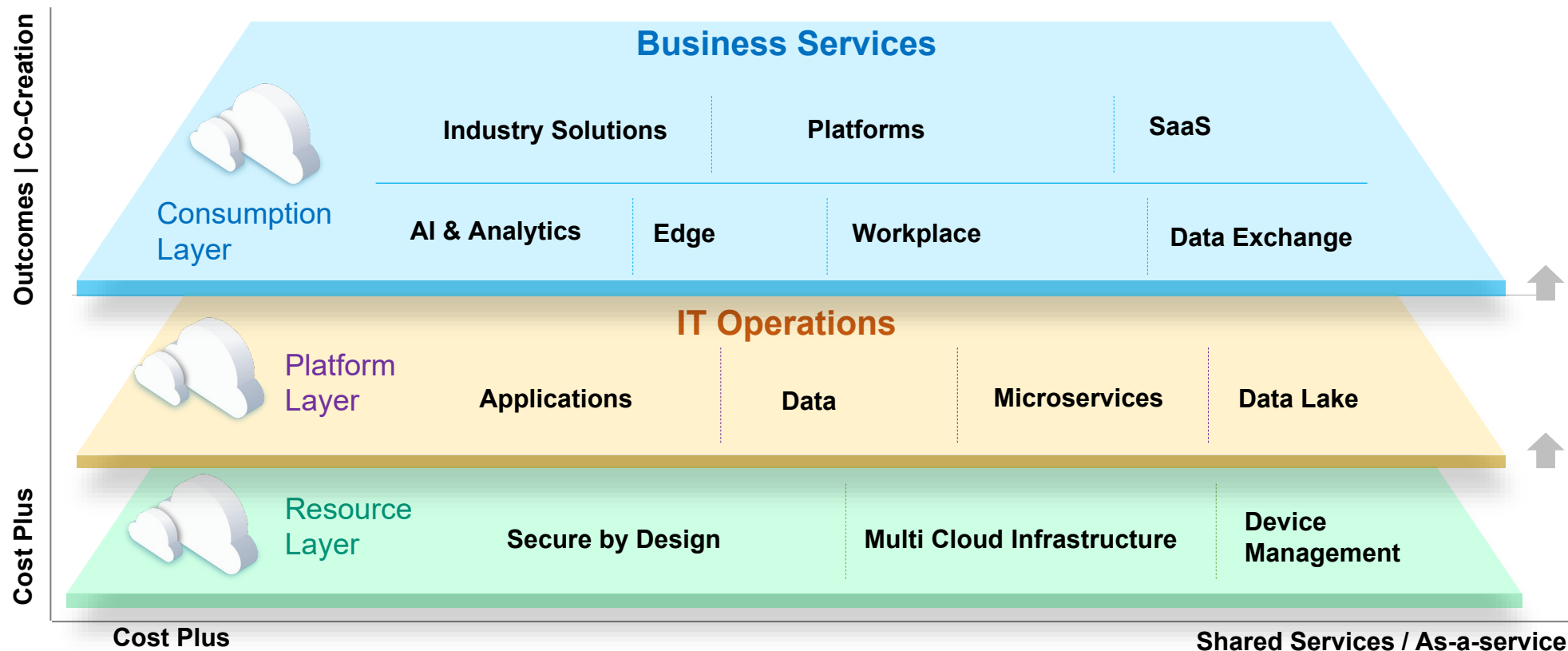
Advisory Led Consulting

Consulting | Domain | Tech

COBALT has evolved to be a key differentiator

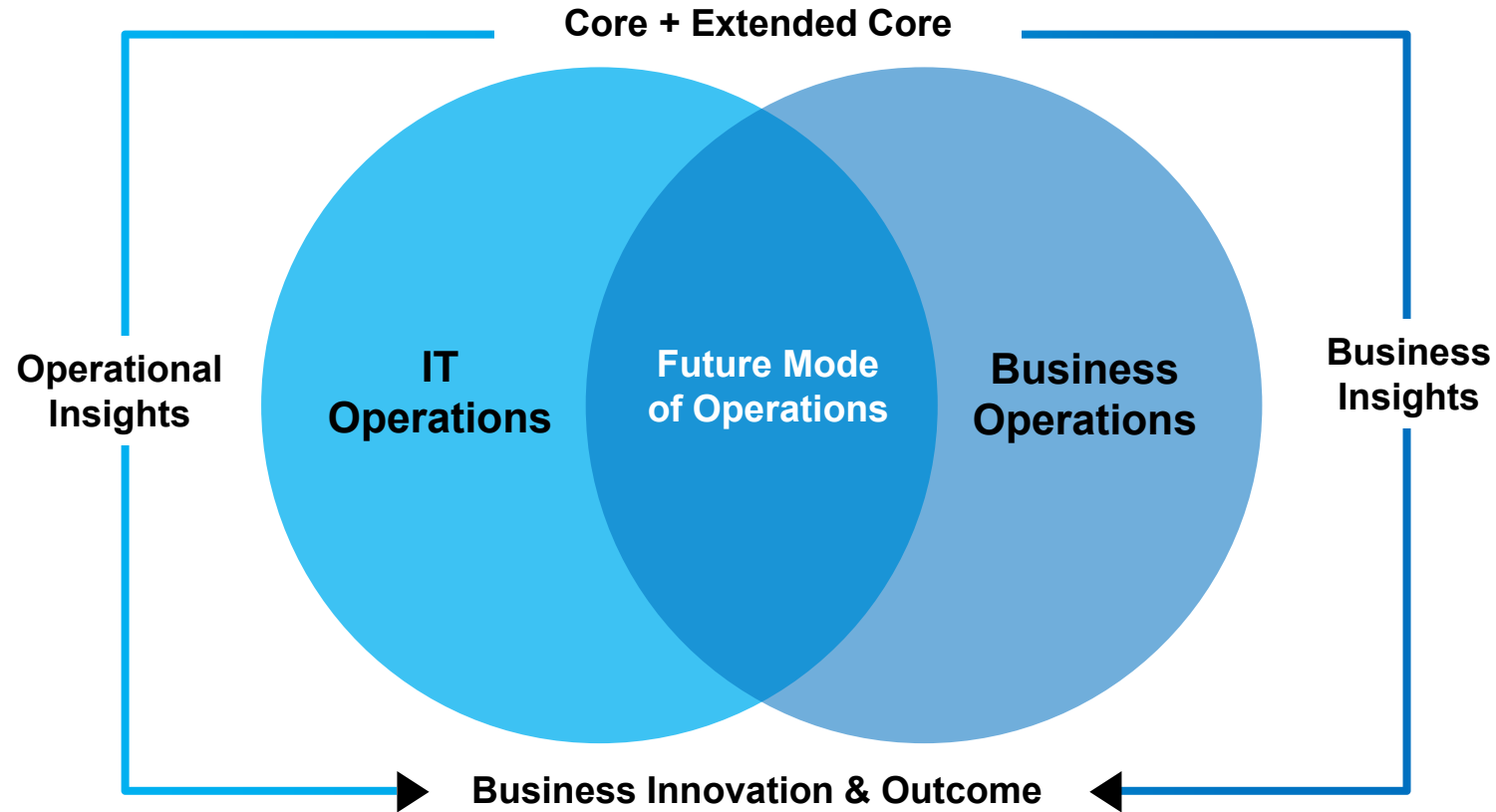
300+ Industry solutions and 35K cloud assets

NEXT IN DIGITAL ▲



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





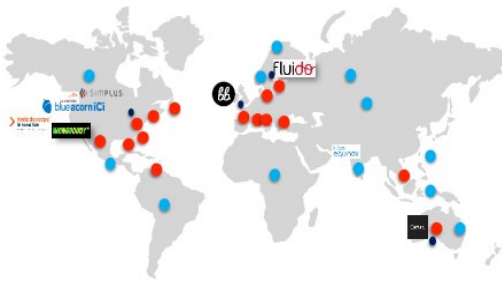
Infosys Polycloud platform



Transforming Digital Experience

Humanizing Experience

Network of 16 Digital Studios



StudioNEXT



Customer
Experience



User
Experience



Employee
Experience

Experience Driven Commerce

Digital Interactions

Digital Marketing

Platforms & Solutions:

Infosys
equinox

Infosys
MERIDIAN

WONGDOODY®
an Infosys company

blue acorn iCi
An Infosys company

brilliant basics®
An Infosys company

Carter. oddity

Strategic Partnerships



Trinity College
HARTFORD CONNECTICUT

Adobe
Solution Partner
PLATINUM

NEWGEN

SITECORE

SAP Hybris (v)



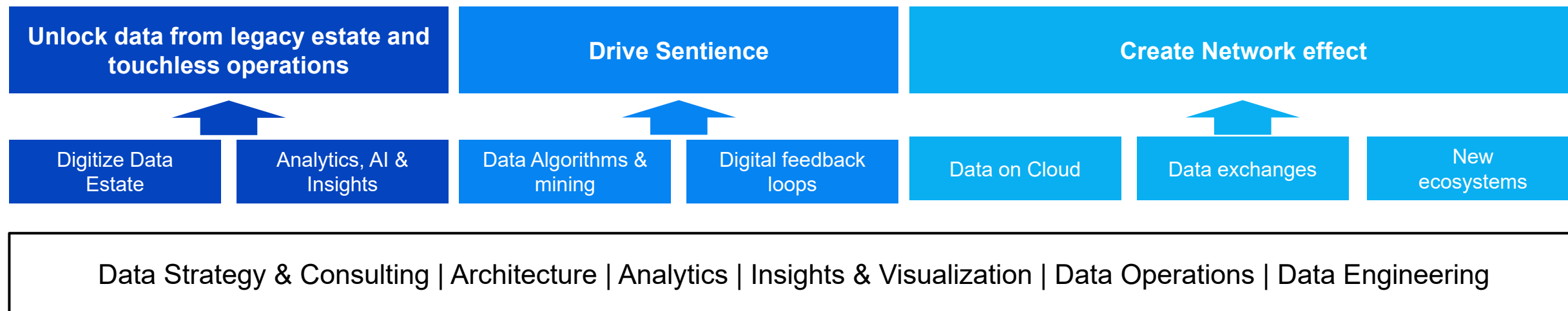
Human experience



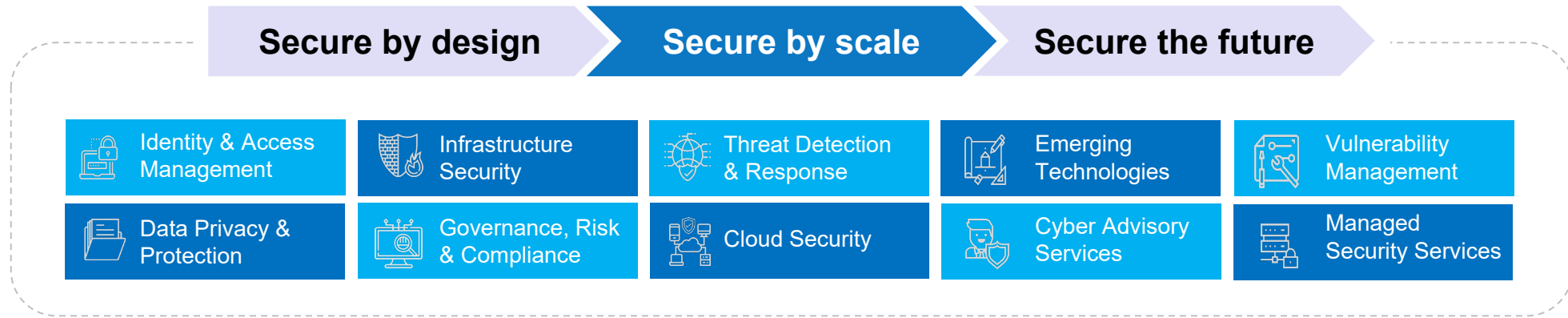
Next gen **Data & Analytics** services

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

NEXT IN DIGITAL ▲

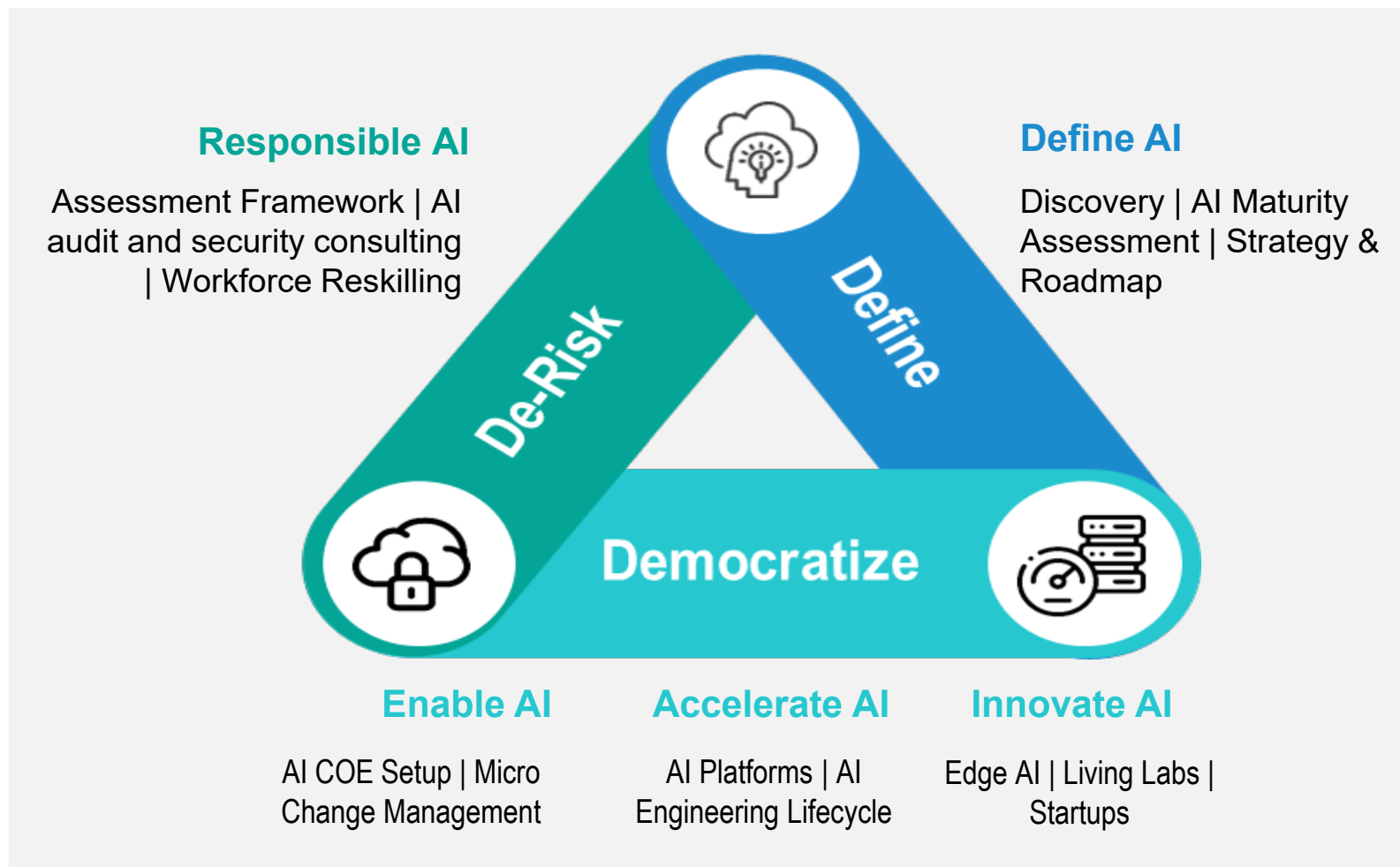



Assuring Zero Trust Cyber Resilience at Scale





Scaling **Applied AI** to accelerate business outcomes

NEXT IN DIGITAL ▲



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

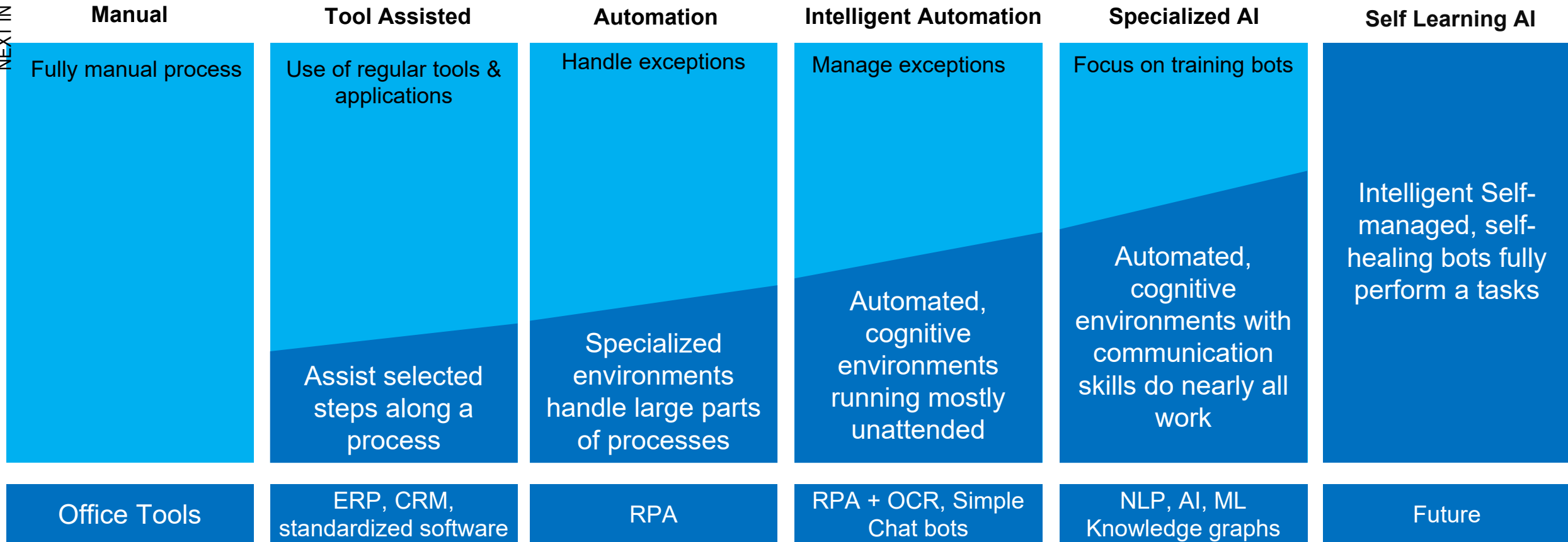
 **1000+**
Use cases

 **150+**
Show & Tell demos

Accelerate **Automation** for efficiency and productivity

Repository of 24K bots

NEXT IN DIGITAL ▲



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



Microsoft Azure
IoT Platform



Sensor & Device Partners



**Rockwell
Automation**

Application Partners



ORACLE

Consulting Partners

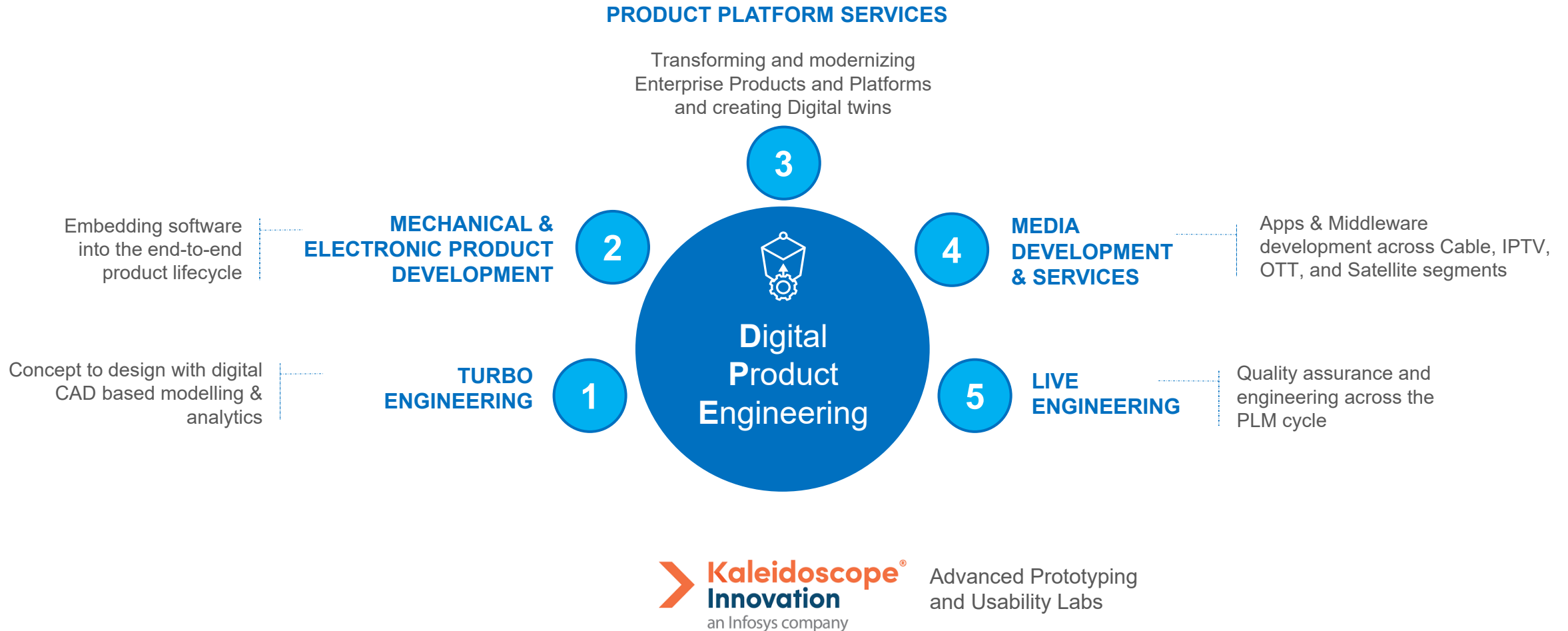


Academia & Industry Forum



Embedded Software drives the future of engineering

NEXT IN DIGITAL ▲



Emerging Technology accelerating new offerings

NEXT IN DIGITAL ▲

Metaverse foundry converges the power of our domain and design expertise, XR platform, digital accelerators, and strong alliances ecosystem

Metaverse Foundry

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



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

Gaming Ecosystem

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

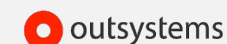


With more developers in Non-Tech industry, Low Code platforms are driving digital fluidity and agility

Low Code No Code

Citizen developers (< 5% coding)

Power Users (< 20% coding)

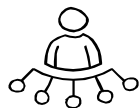


Co-creating Innovation cycles

NEXT IN DIGITAL ▲

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



**Innovation
ecosystem driving
tech intensity**



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

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Market Approach and Financial Services Depth

Mohit Joshi
President

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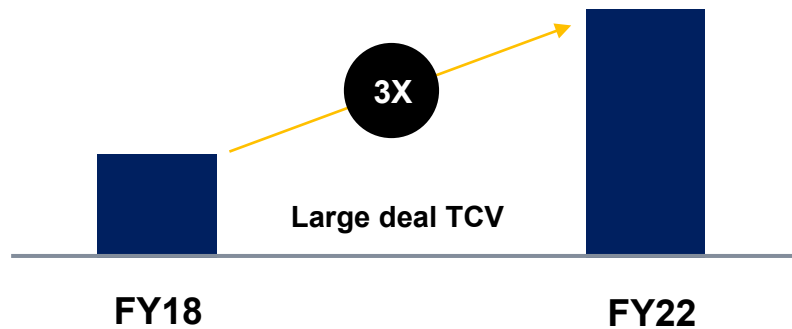
Market Approach

Growth Drivers & Market Share expansion



Two major initiatives have driven our market success...

1 Large Deals

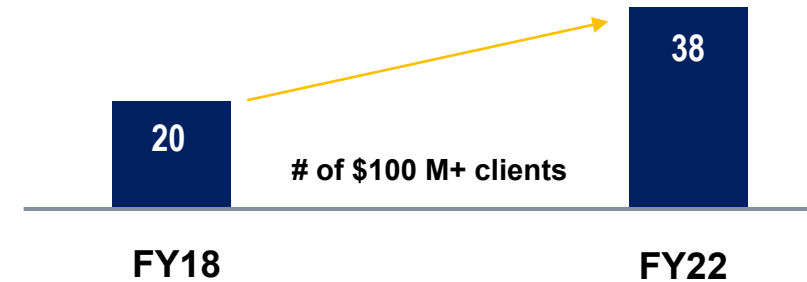


- \$40B in large deals in 4 years
- Market leading win rate for Net New
- 2.5X pipeline expansion

Top 10

Fastest-Growing Top 10 IT Services Brand in the World

2 Account Expansion



#1

#1 in social connectivity with decision-makers at clients

...with digital solutions addressing business problems...

Transforming Financial Services



Wholesale and Universal Banking Transformation across Geo's

for one of the largest banking and financial institutions

Digitizing Telecom



Digital Supply Chain Transformation

For a leading wireless network operator

Increasing access to Healthcare



Improving member access to health care

For a managed health care company

High end R&D in Aerospace



Core Engineering R&D

For a bell weather company in Aerospace and Defence

Powering e-commerce for Retail



Enhancing experiences powered by Data, and driven by Human Experience

For a leading retailer

Enabling sustainable eco systems



Building a Connected, Sentient and a Sustainable ecosystem

For a leading provider of integrated environmental solutions

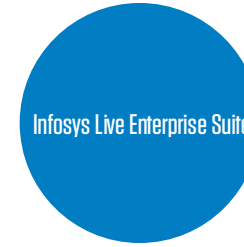
...powered by our intelligent, open platforms



**Cloud powered
enterprise
transformation**



**AI platform for
empowering better
Healthcare**



**Live Enterprise
Application Platform**



**Automation, AI and
supply chain
platforms**



**AI driven customer
engagement platform**



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



**Core banking and
digital banking
platform**

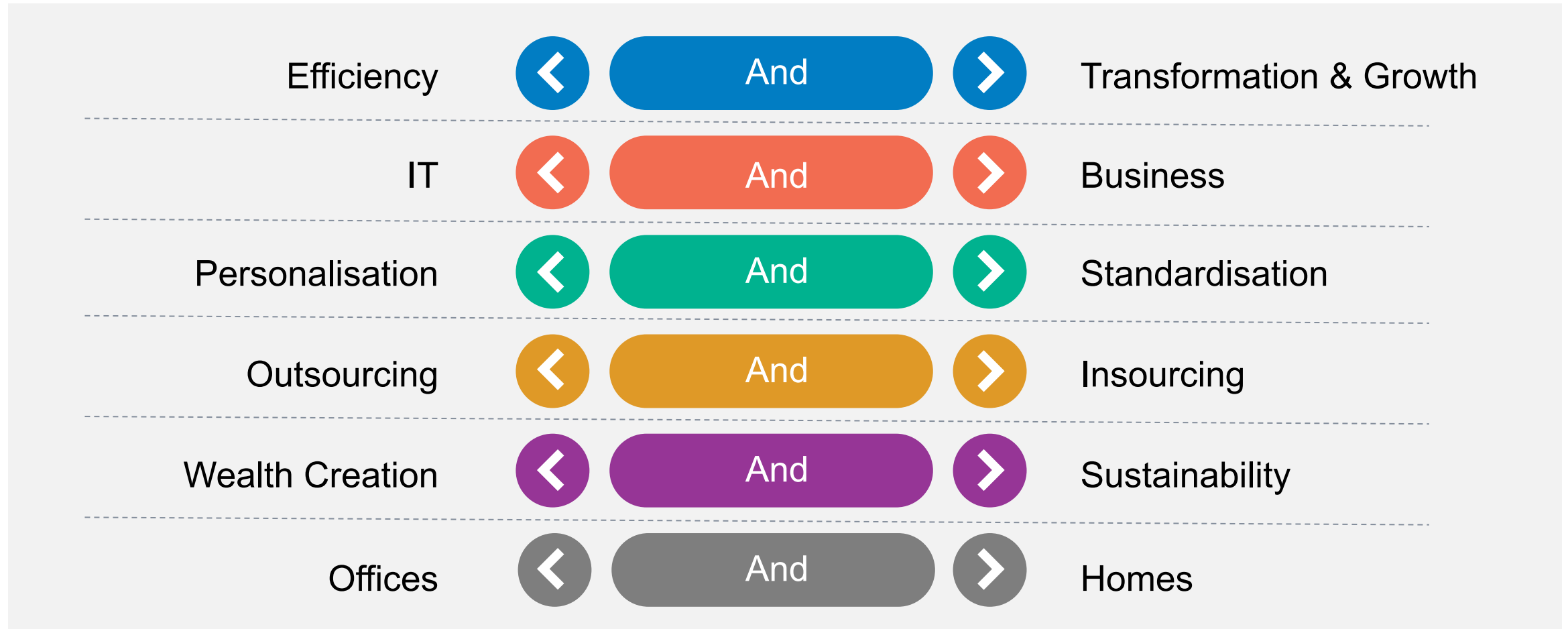


**Human-centric digital
commerce platform**

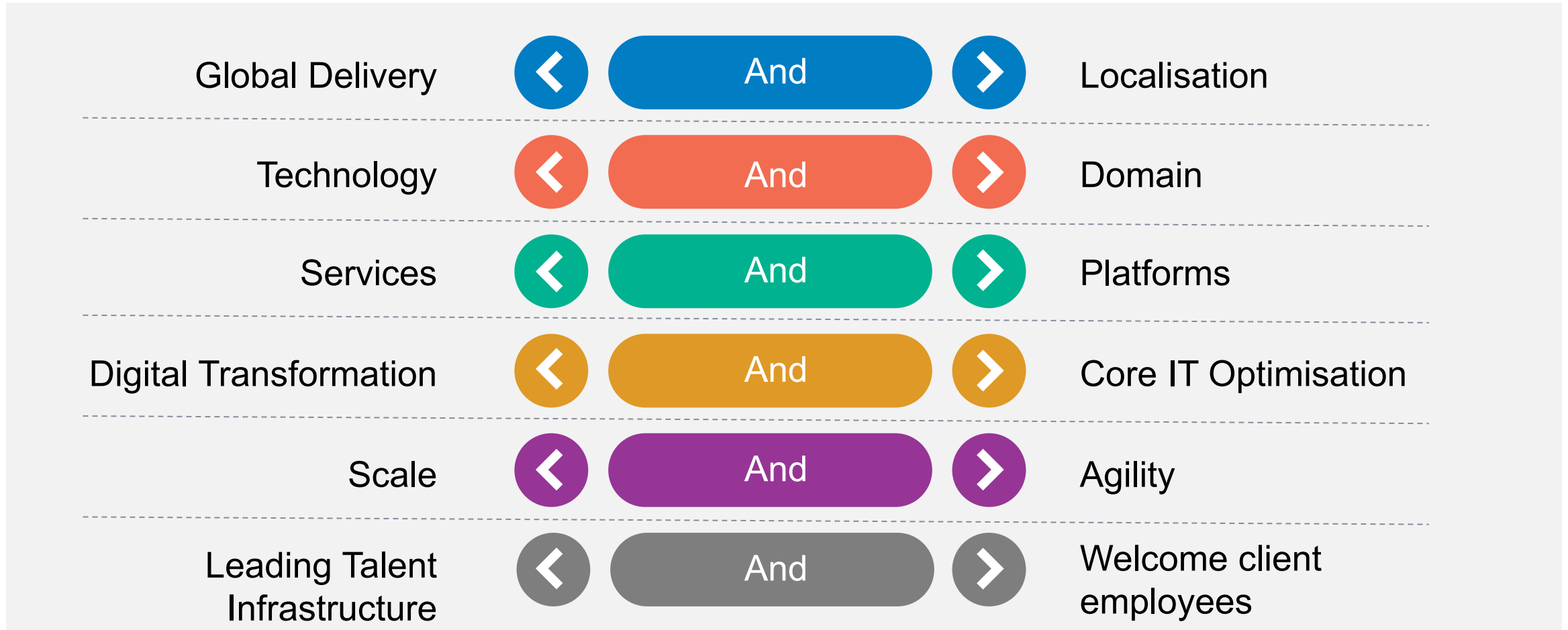


**Learning, reskilling and
talent transformation
platform for clients**

We are now witnessing another shift...from 'OR' to 'AND'



Infosys is uniquely positioned to address this new reality...



...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

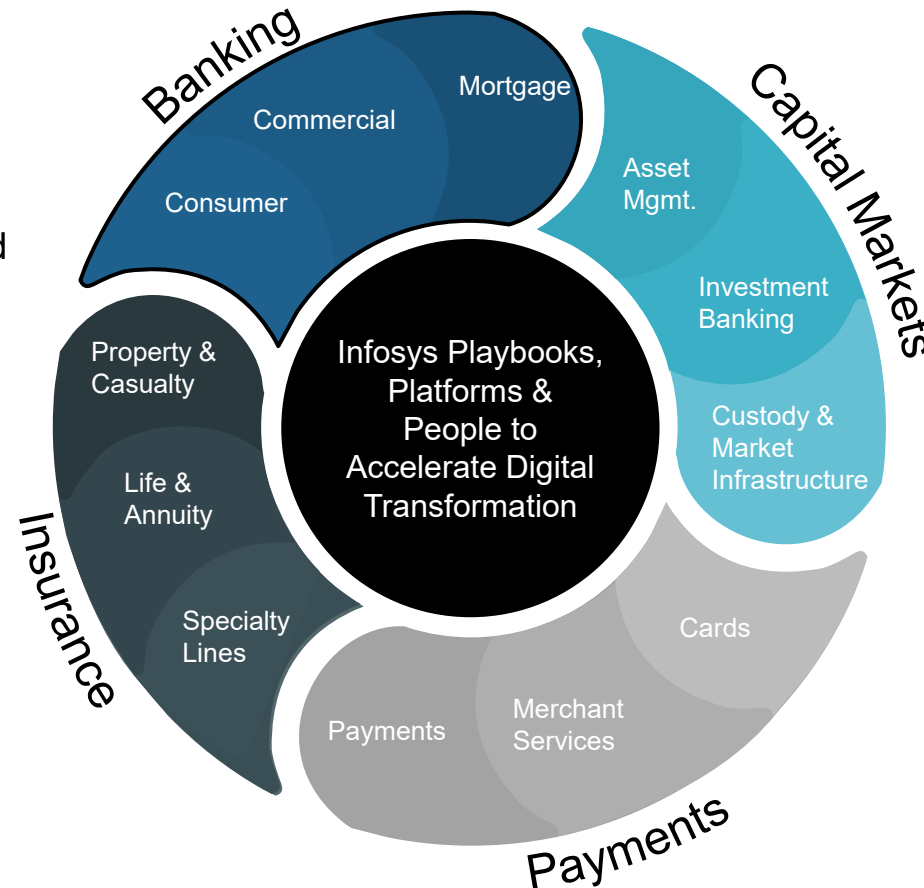
Accelerating FSI Digital Transformation



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

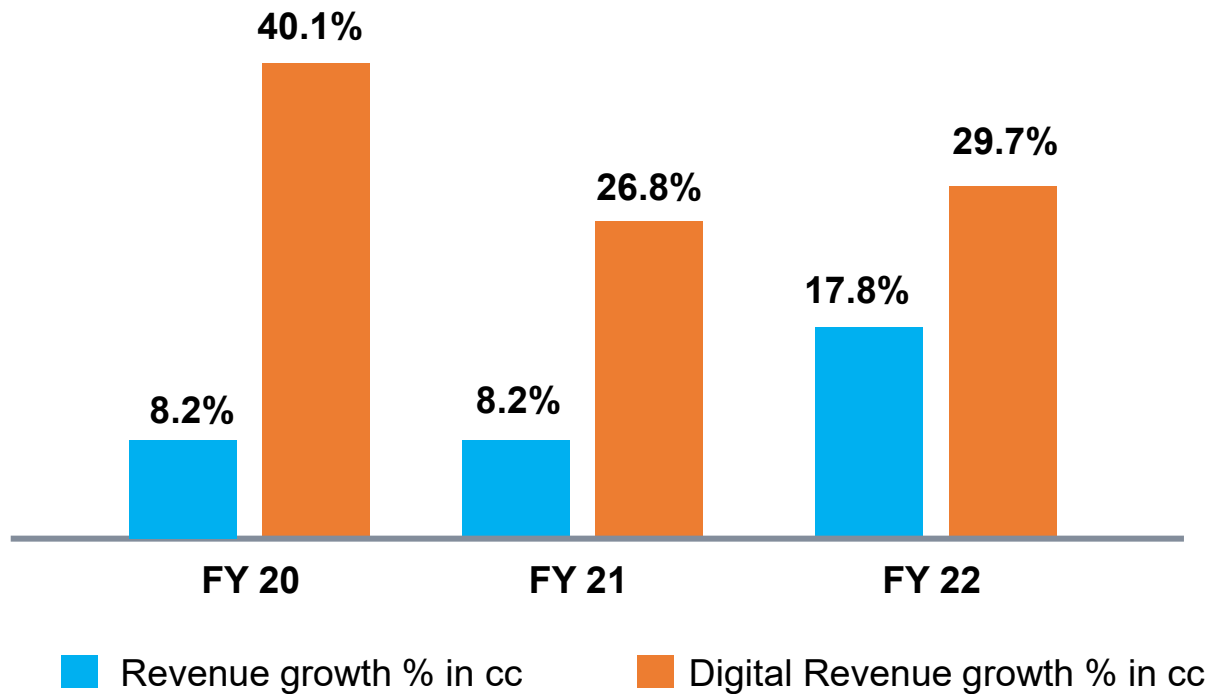


- Inter-generational Wealth Transfer
- Digital Assets :Crypto, NFT
- ESG investing is mainstream
- Resilience to Market Volume & Volatility
- Robo-Advisory

- 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

FSI Growth Rates



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

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



Designing & Building the Strategic Blueprint and Cloud Native Business Platforms



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



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



Infosys McCamish Platform driven Digital Transformation of Policy Administration. Converted ~ 1 Million Policies



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:



Digital-only banks:



FinTechs – As clients & partners:



Non-financial industry players:



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.



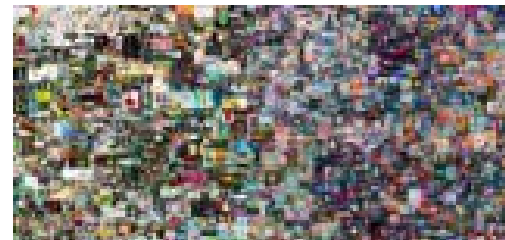
Digital Shifts of the Future...

Metaverse



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

Blockchain & Crypto



NFT : Beeple's collage, "Everydays - The First 5000 Days"

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

Banking as a Service



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

Quantum, 5G, AI



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

Infosys Quantum Living Labs, 5G Labs, Applied AI

THANK YOU

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People Engagement

Krishnamurthy Shankar

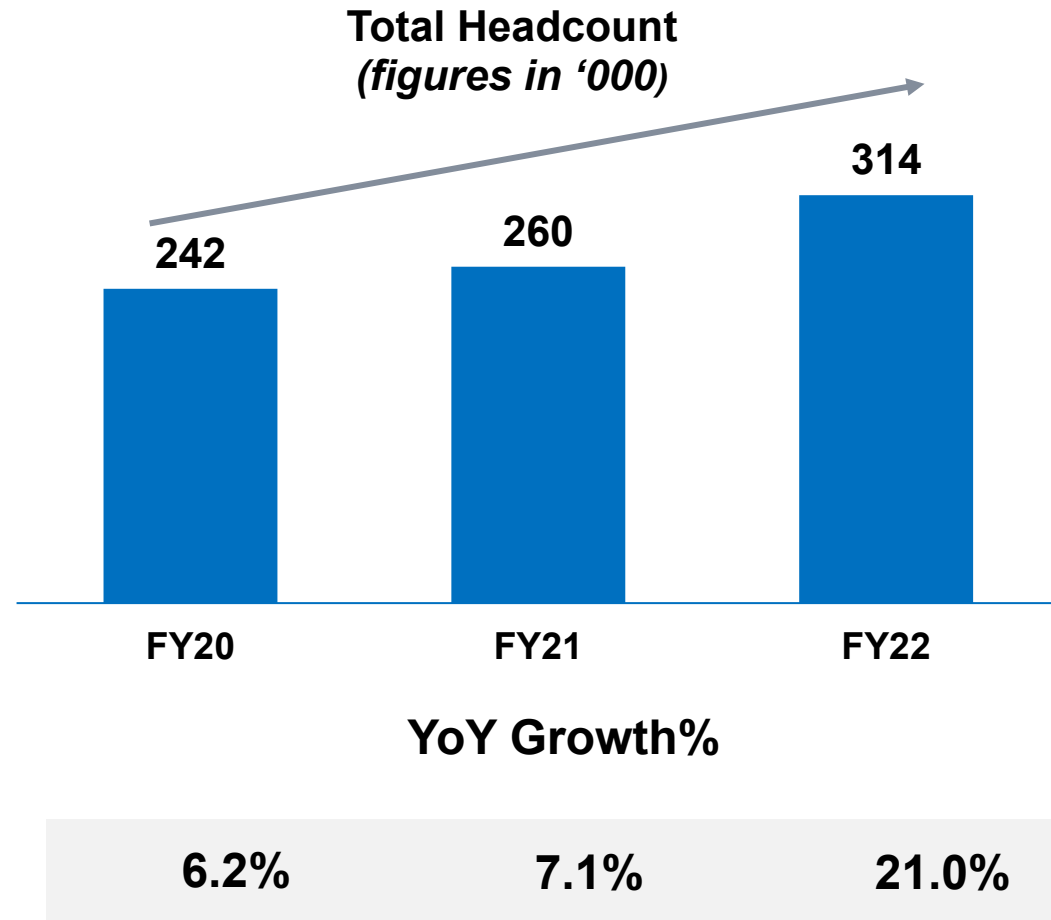
Group Head – Human Resources and ILI

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.



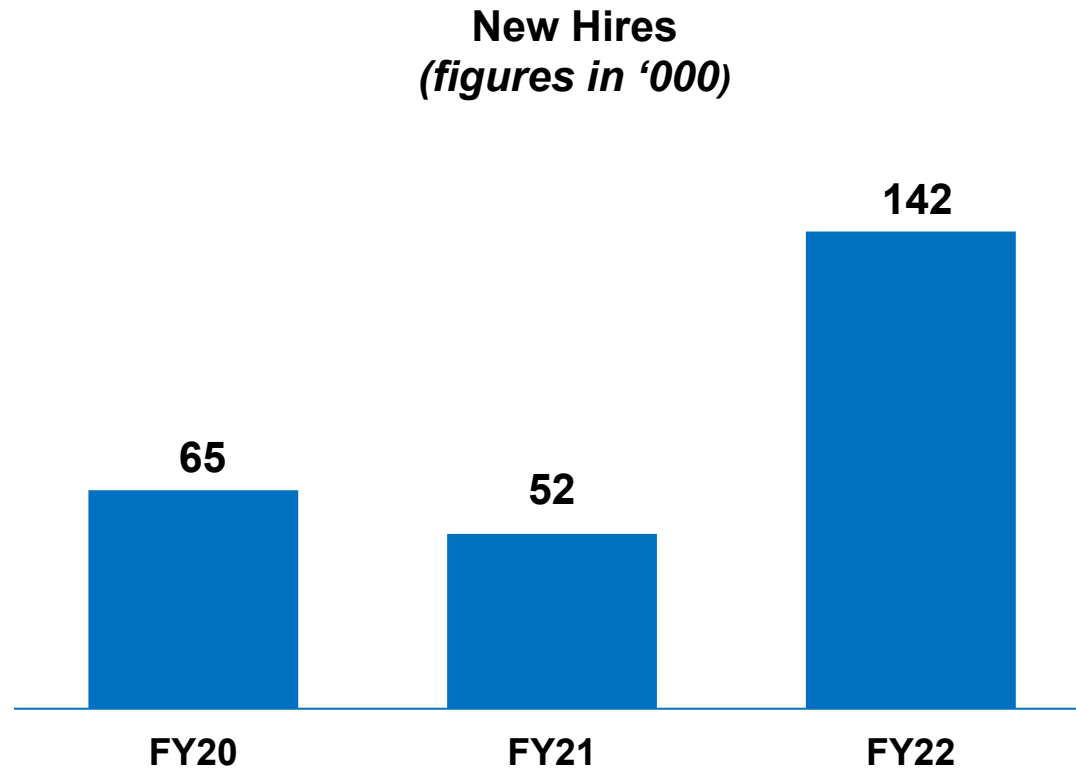
Headcount growing consistently over the last 3 years



Figures as on 31st March of each year

3

Hiring numbers growing impressively

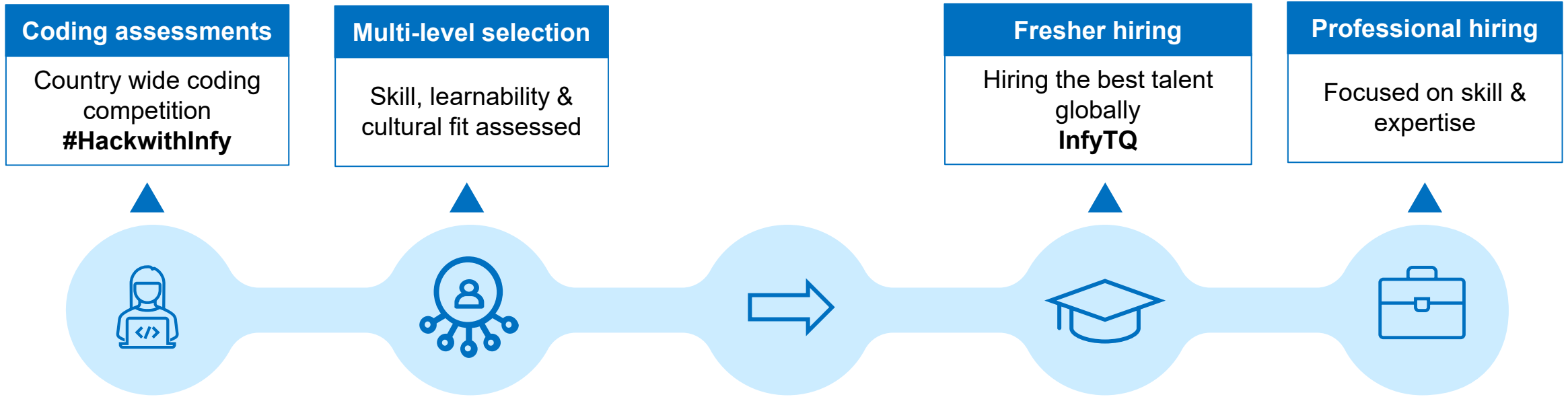


2.2 X
increase in hiring
over FY20

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



HackwithInfy – Coding competition for engineering students

Infy TQ - Platform with technical and professional skills courses aimed at making engineering students become industry-ready

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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*

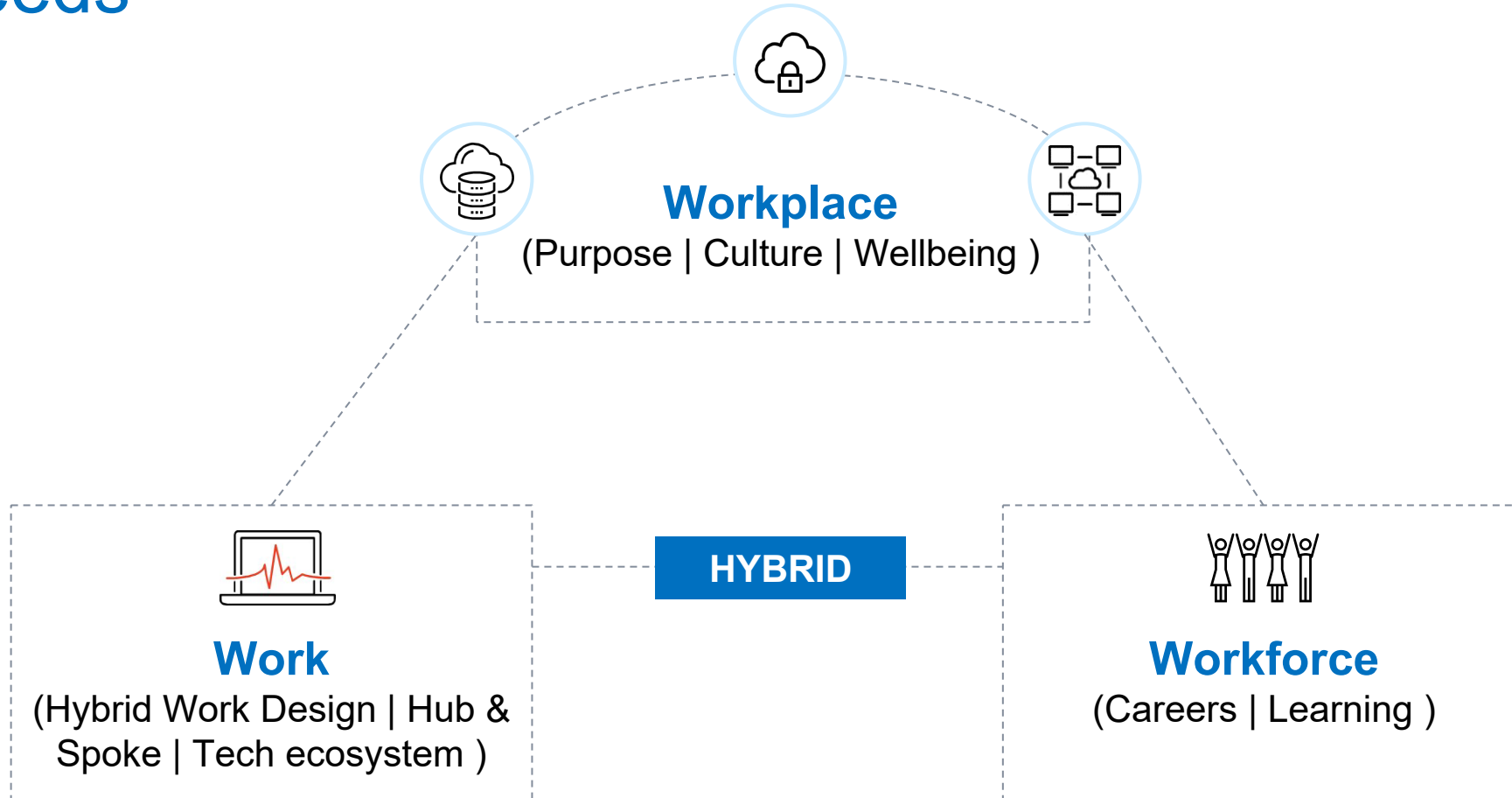
6

Compensation a key lever



- ➔ 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

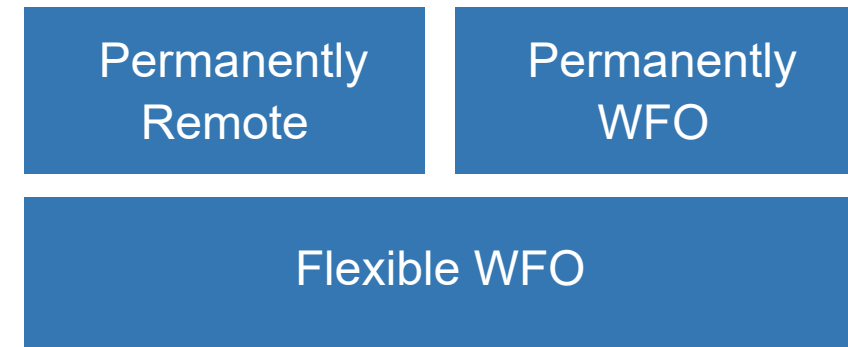


Work: Enabling the future hybrid work model

Key Considerations

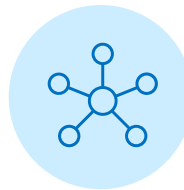


Will evolve to a Future work model



Hybrid Work Design

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



Hub & Spoke

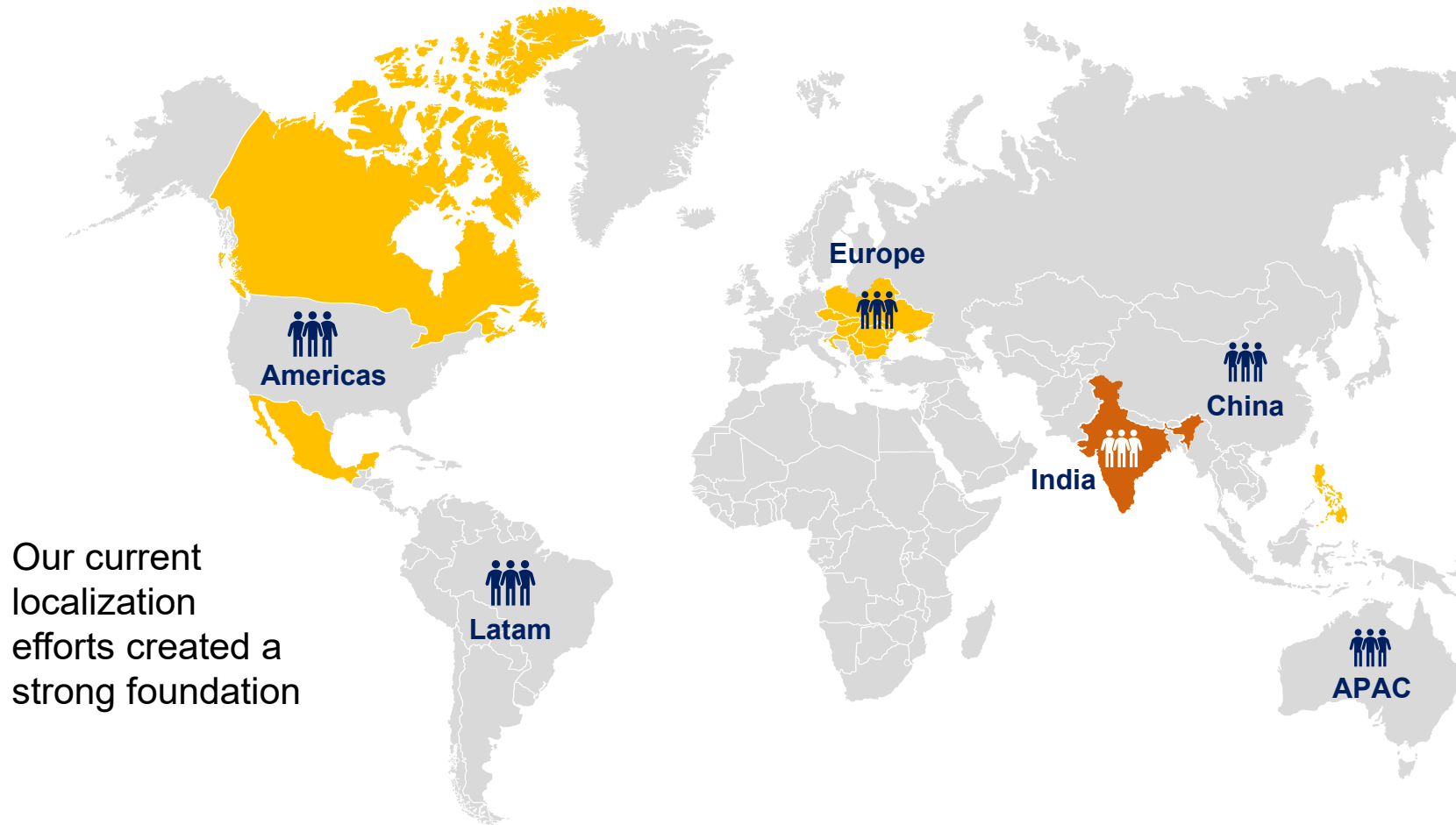
- New centers in Noida, Vizag, Kolkata, Coimbatore in addition to Indore, Nagpur, Mohali
- 6 Regional Hubs in US



Tech Ecosystem

- Communication & Collaboration solutions

Scaling distributed talent and work



Our current
localization
efforts created a
strong foundation

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

Workplace: Led by our Purpose, Values and Culture



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

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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

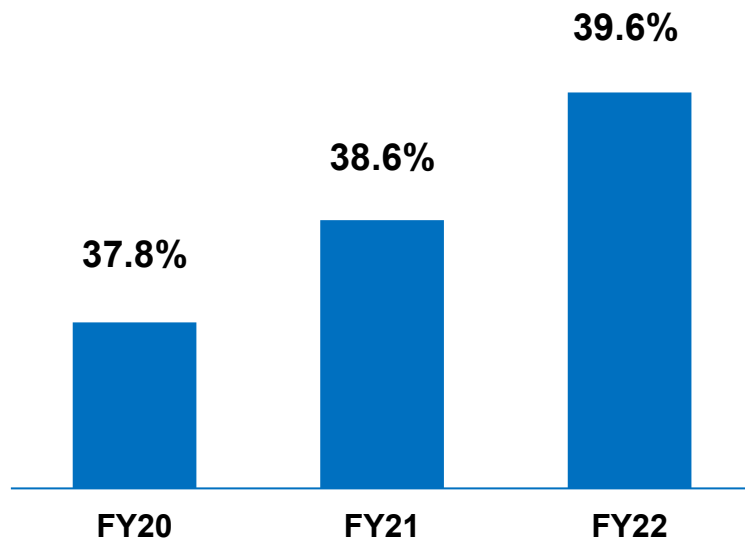
- 24*7 Wellness coaches for distress counselling
- Samaritan – peer to peer counselling
- Online self-help tools
- Mindfulness workshops

Work-Life Balance

- Leisure events
- Virtual communities
- Influencing fitness
- 'No Meeting' hours

Diversity has been a key priority in line with our ESG vision

Gender diversity %



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 +

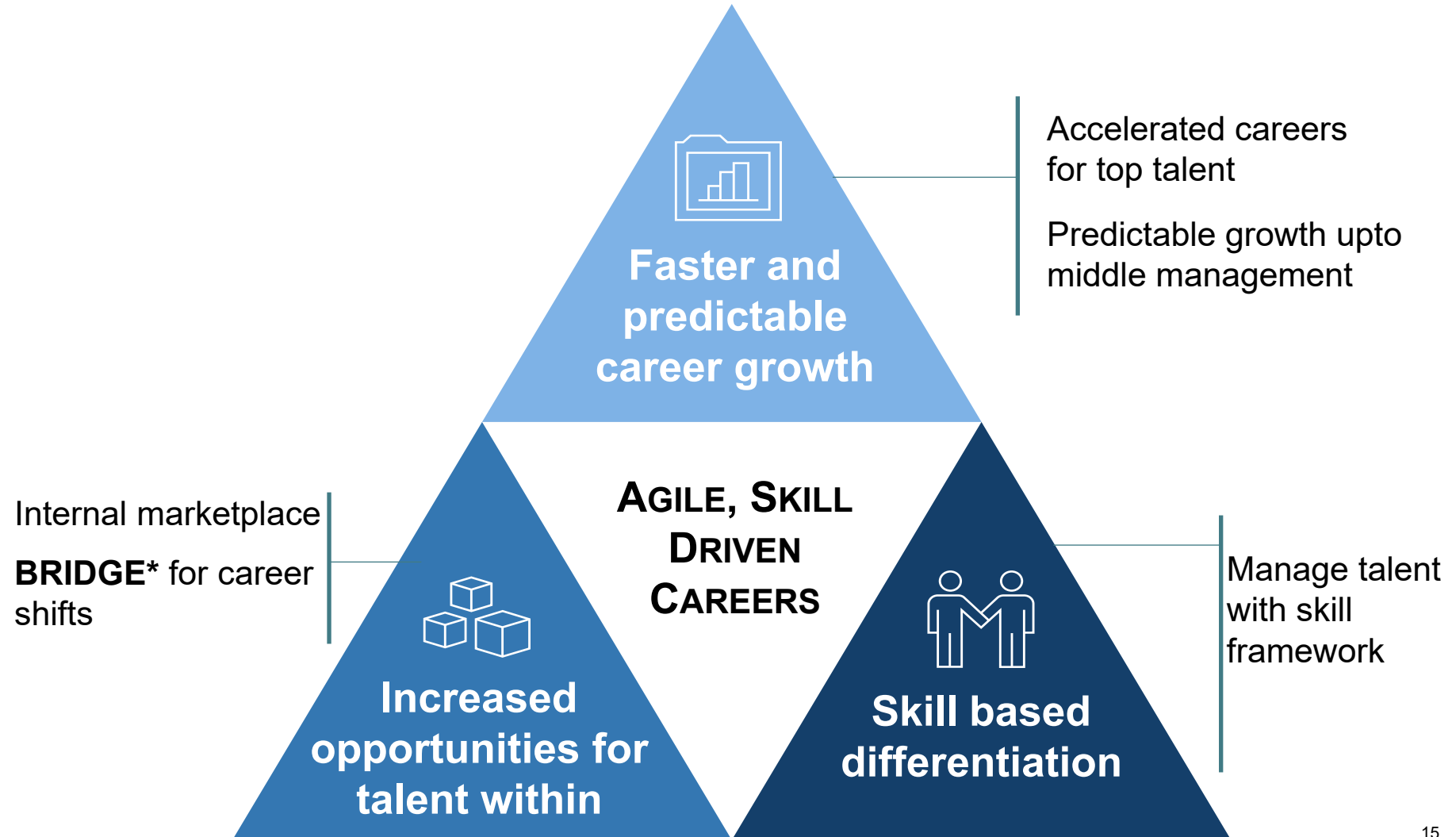
Employees certified
every month on Lex

- 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↑
Promotions in FY22
over FY21

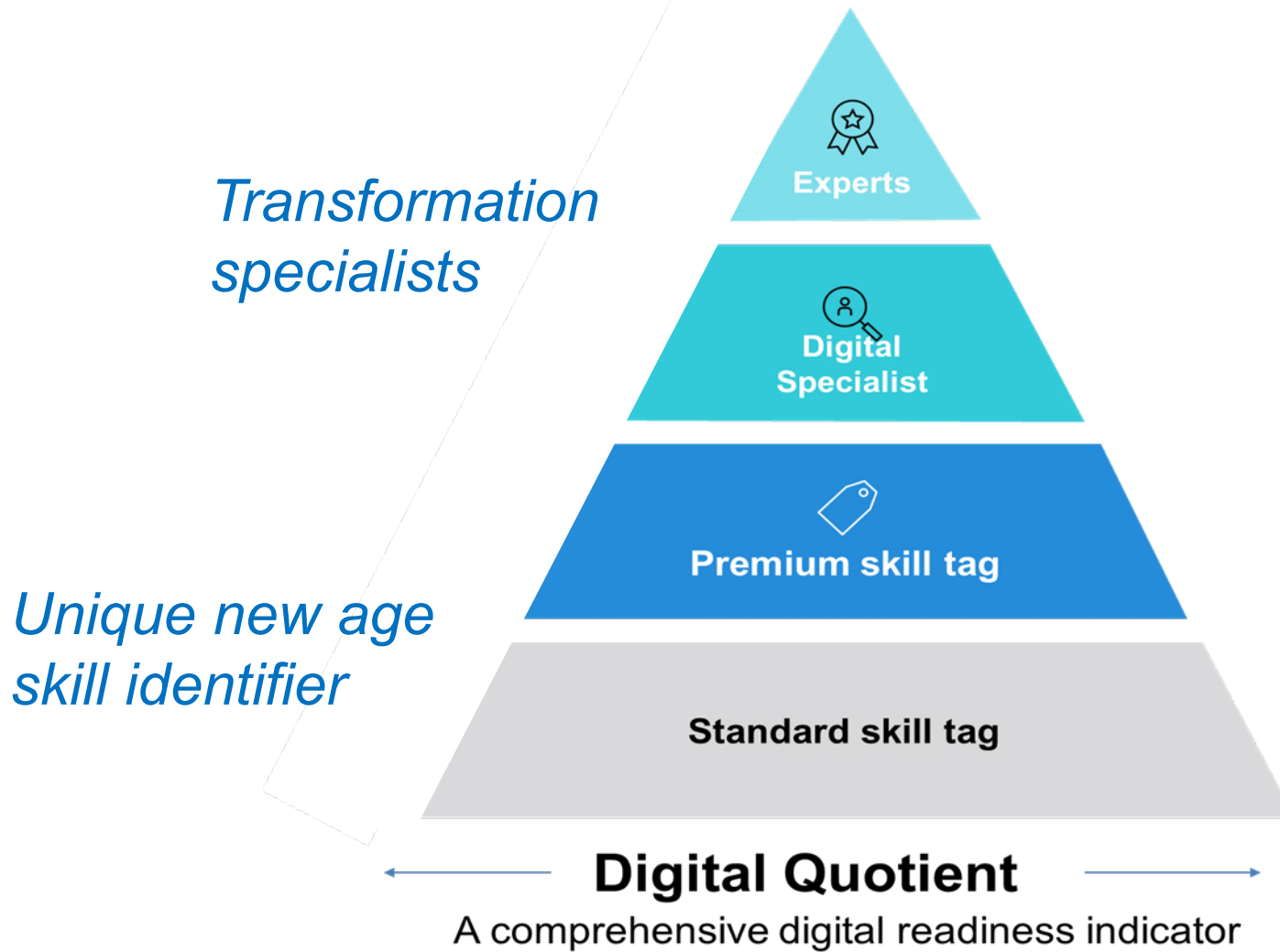
1.4X↑
Internal Movements
in FY22 over FY21



**Bridge programs facilitate career shifts from Project management to Technology / Consulting / Deep Programming*

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Augmented by a strong focus on skills



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

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Fuelling growth and delivering margins

Nilanjan Roy
Chief Financial Officer

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FY22 highlights



Industry leading
Revenue growth at
~20% in CC



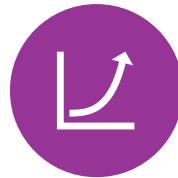
Robust
Operating
margin at 23%



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%

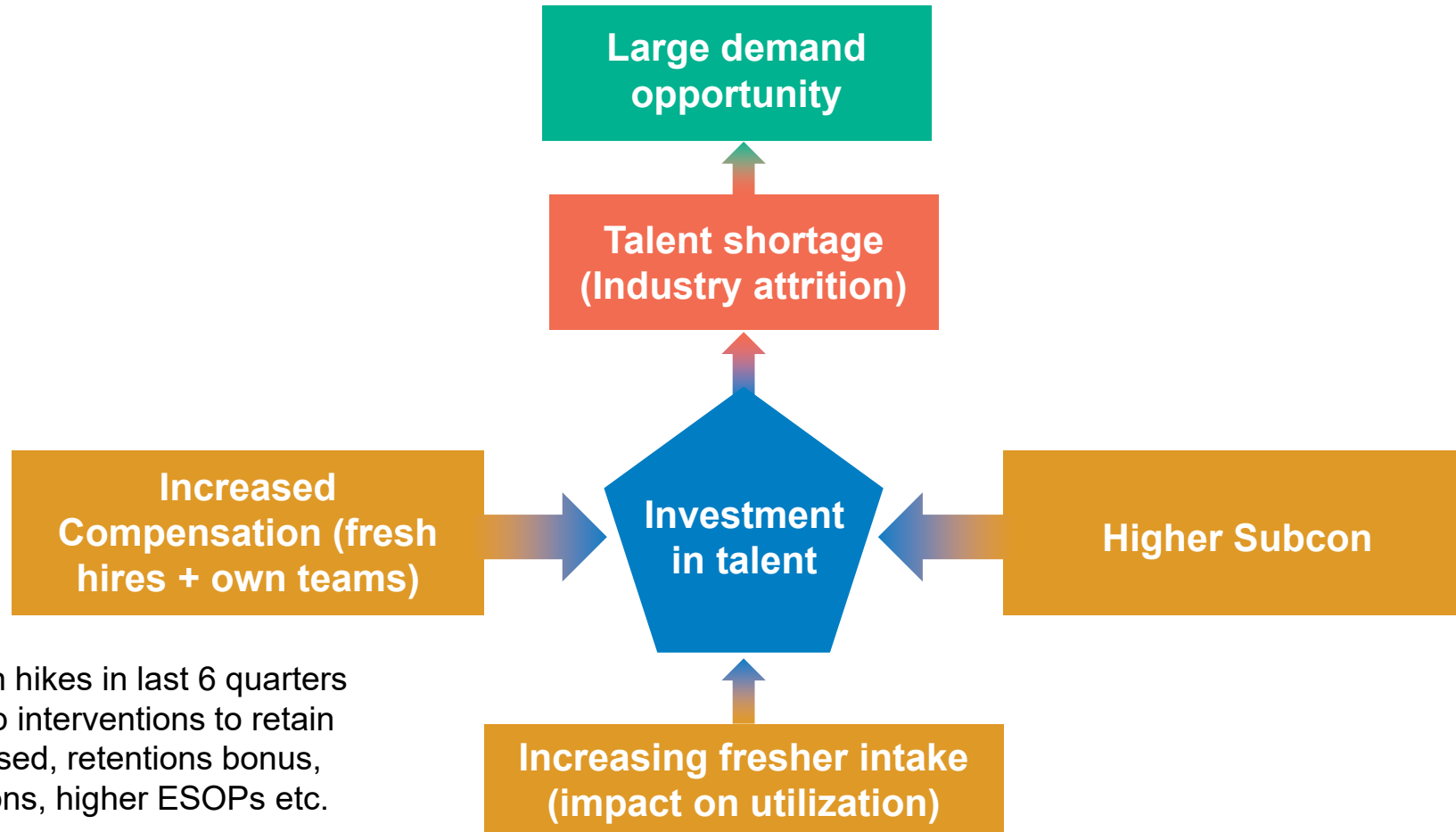


TSR in top
quartile among
peer group

Fuelling Growth and Driving Margins



Supply Side Fulfilment



- 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



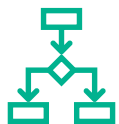
Subcon

- 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



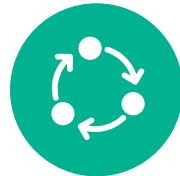
Digital capabilities



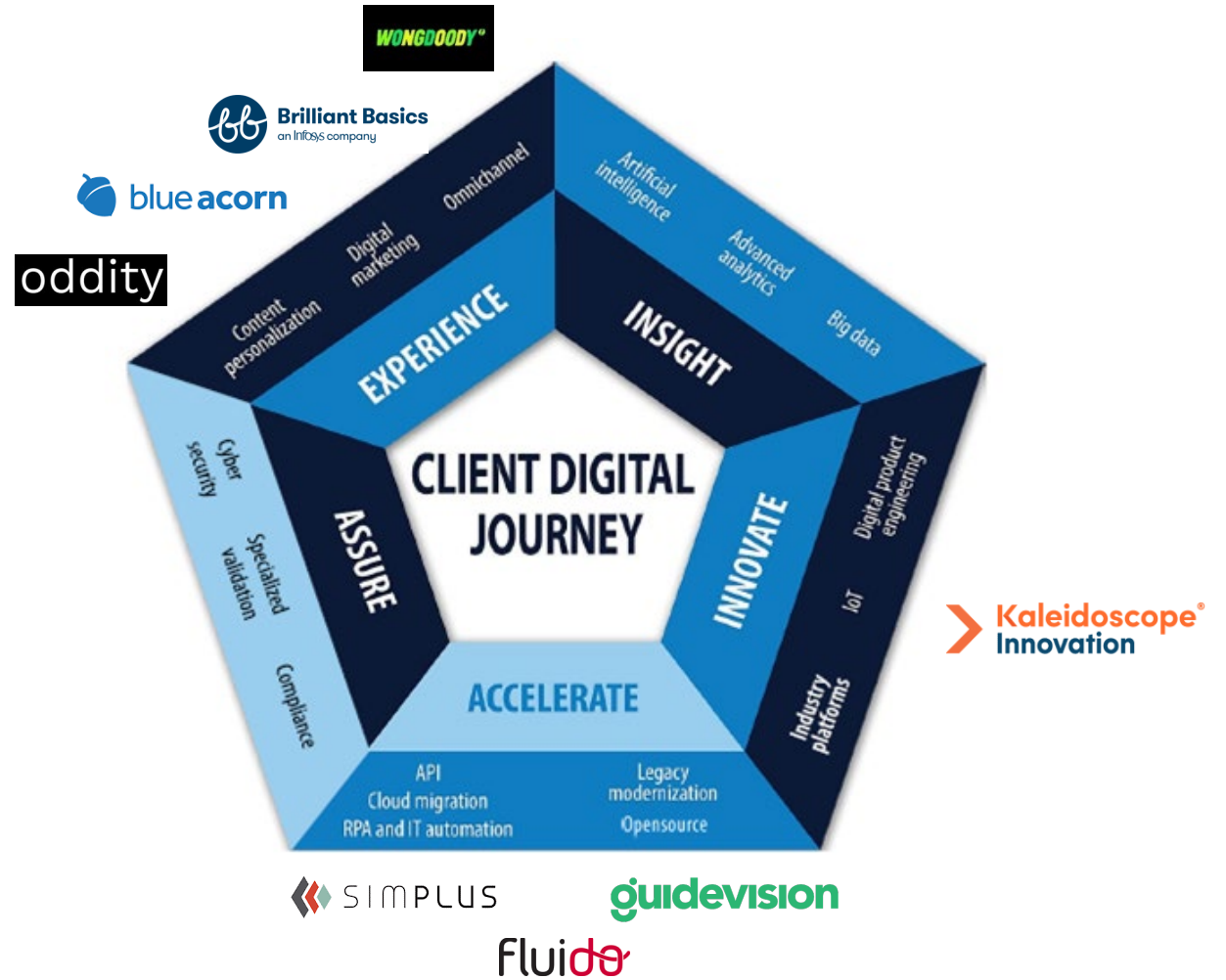
Cloud
(Horizontal and Vertical)



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

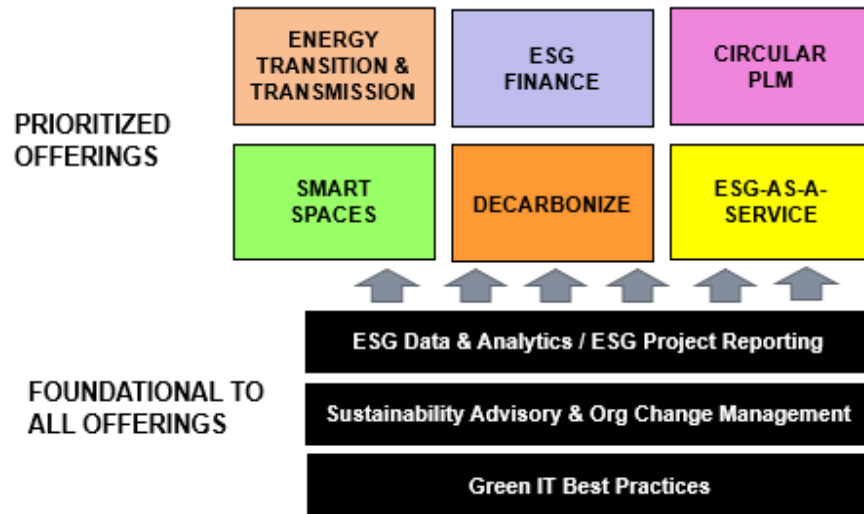
- Enabling digital talent at scale
- Tech for good
- Diversity and inclusion
- Energizing local communities
- Employee wellness and experience



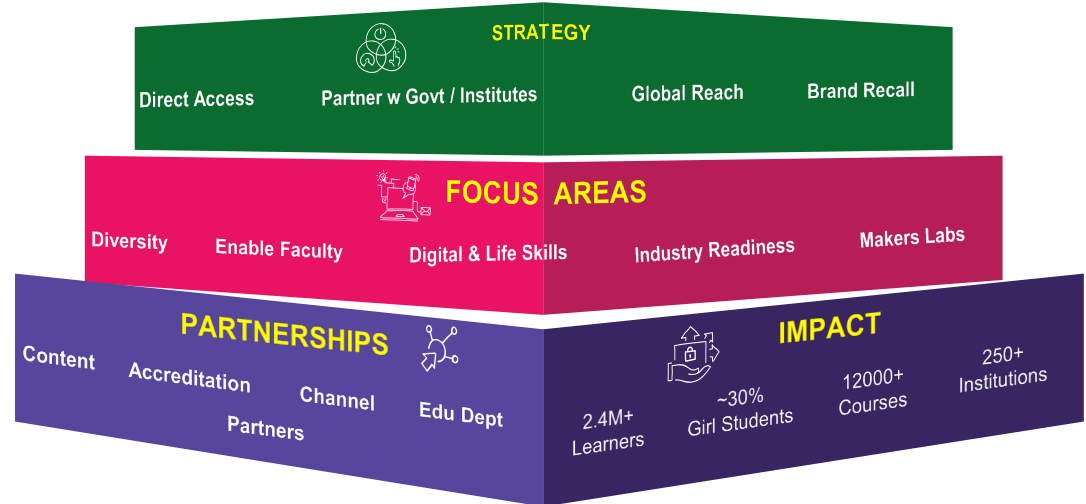
Governance

- Corporate Governance
- Data privacy
- Information management

Sustainability Practice

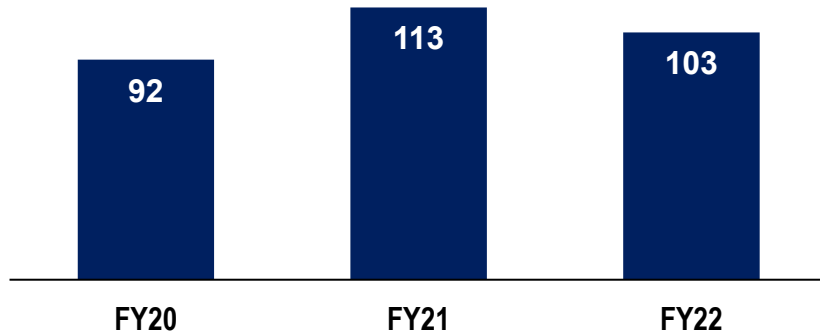


Infosys | Springboard

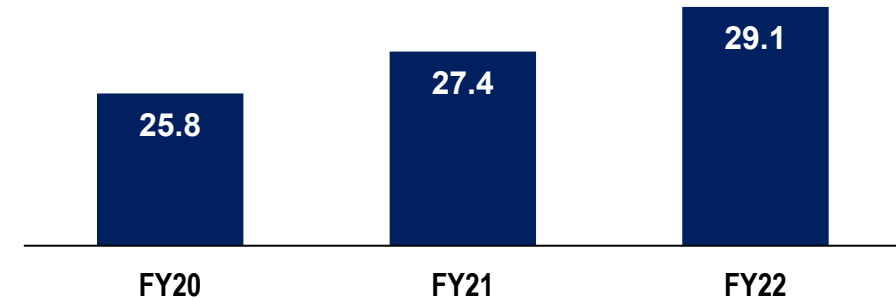


Value Creation for Shareholders

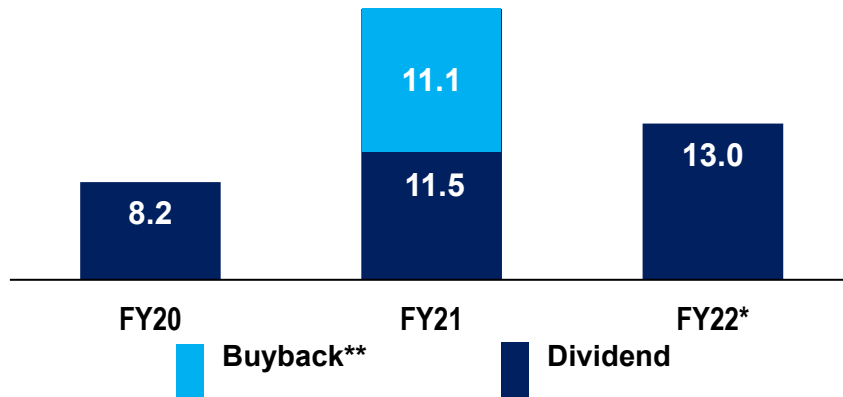
Strong FCF conversion (as % of Net profit)



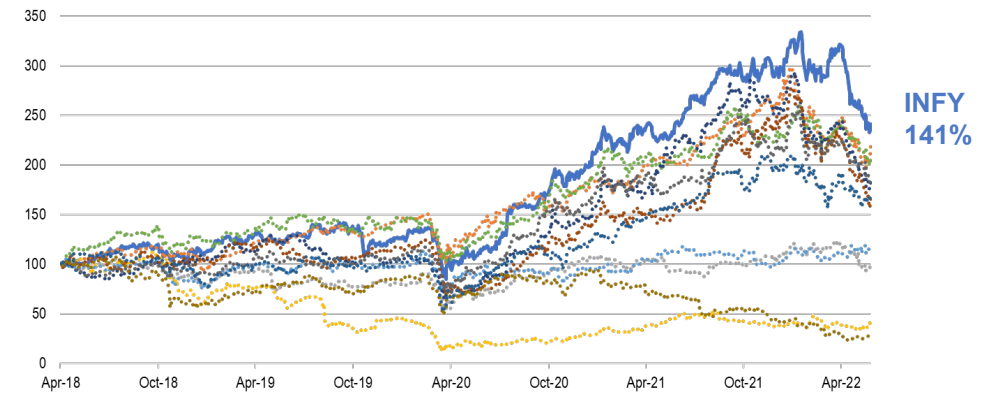
Increasing Return on Equity (in %)



Superior capital returns (in '000 crore)



Continued Industry Leading TSR (in %)



TSR upto May 27, 2022

* 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

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