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TO ALL STOCK EXCHANGES

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

November 6, 2019

Dear Sir/ Madam,

Sub: Chairman's remarks and presentations made during the Analyst/Investor Meeting

In continuation to our letter dated November 5, 2019, please find enclosed the Chairman's remarks and presentations made during the Analyst/Investor Meeting held by the Company today.

This is for your information and records. It will also be hosted on the Company's website, at www.infosys.com

Yours Sincerely,
For **Infosys Limited**

A.G.S. Manikantha
Company Secretary

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NANDAN NILEKANI INVESTOR DAY REMARKS

Welcome to the Infosys Analyst Meet. It is my pleasure to host all of you here today, and on behalf of the Infosys Board of Directors, I thank you for making the time to join us. We have always known that we can count on both your deep insights and your unstinting support – as we've taken on the various challenges of running our business over the years, and as we continue to strive onward.

I would like to use this opportunity to briefly update you on the progress we have made as a board and as an organization over the last eighteen months, since we announced our new strategic direction. I would also like to address questions or concerns you may have about the recent whistleblower matter that has generated a fair amount of discussion over the past few weeks.

Let me begin by giving you a brief perspective about how digital disruption is fundamentally reshaping the boundaries and configuration of every industry. Navigating this disruption is rapidly becoming the single most important priority for every large global business, especially incumbent enterprises across sectors. FMCG players must equip themselves to pivot in a Direct to Consumer world. Auto manufacturers must rethink their future where electric cars, driverless vehicles and mobility aggregators will change the business dynamics irrevocably. With EV and renewables getting set to end the oil regime, energy and utilities players will have to power up in new ways. As the world moves away from cards and begins to count more on the smartphone, financial services companies must think of their own smart moves. Every business is looking to understand these shifts, adapt to thrive and respond confidently with technology as their aide.

We also see six technology imperatives impacting enterprises. These include the rise of cloud, the evolution of open source, the democratization of data and algorithms, the consumerization of user experience, the changing cybersecurity landscape, and the modernization and assurance of core systems. Enterprises that are able to successfully address these imperatives will emerge as leaders in the digital economy.

Over the last 38 years, we've managed the core operations of some of the largest global enterprises. Our navigate your next strategy and distinct approach to the five digital outcomes these corporations seek, uniquely positions us to support our clients as they strive to overcome these digital challenges and capitalize upon the opportunities of our times.

Our revenue growth averages 11.4% constant currency over the last four quarters, with our CEO and MD Salil Parekh playing a lead role in reinvigorating the organization and driving momentum. Recognition for
our brand across various global platforms, including being awarded the number 3 ranking on the Forbes list of The World's Best Regarded Companies for 2019, is validation of the progress we are making as an organization.

As we help our clients navigate their transformation journey, we have also been diligently preparing ourselves for this new world. As a board, we have been focused on a few important priorities – strengthening our corporate governance standards and processes in line with our heritage and our values, developing a robust capital allocation policy that delivers predictable returns for our shareholders and most importantly, building a resilient and stable executive management team to chart the way forward. We have periodically updated you on all these dimensions and I am delighted with the progress we have made as a team.

Another important area where the board and the management are working in unison has been towards the objective of rewiring Infosys' operations to work with the enthusiasm and energy of a start-up. This meant overhauling the ways of working that were slowing us down, melting down the silos that separate us, replacing old systems and processes with new and agile ones, reimagining experience and learning for our 230000+ employees, growing our internal tribes of advocates and brand ambassadors, and all this towards making Infosys a Live Enterprise that can sense and respond in real time.

We are getting it all done, because we are relying on intelligent automation to create bandwidth for our people to focus on solving tougher problems for our clients, building more effective teams and learning more. We have been collaborating, networking seamlessly and globally, in our quest to bring the best of this renewed Infosys to every employee and every client.

Let me now take this opportunity to address the matter of the anonymous whistleblower complaints recently received by the company.

Infosys takes these complaints seriously and, as we've said publicly, the audit committee has engaged an independent law firm to fully investigate the allegations. The investigation is ongoing, and we will provide a summary of the investigation results after it is complete.

While I can't address the substance of the ongoing investigation or the complaints' merits, I want to share the background on Infosys' overall approach to compliance and our handling of this matter.

As a company, Infosys is committed to defining, following and practicing the highest level of corporate governance across all our business functions. In the thirty-eight years since our founding, we have built a robust track record for complying with several stable processes that have stood us in good stead. This company has always been guided by a strong moral core and sense of larger purpose. We have reinforced these values by hiring people who are aligned to the Company's values and have instituted structures and processes to ensure that these values remain at the heart of our identity. Integrity and transparency are at the foundation of our business and inform our culture, policies and relationships with all our stakeholders.

Our whistleblower policy, which is grounded in the values of our corporate governance practices, has been in place for over fifteen years. The policy is intended to help ensure that the company maintains a workplace that adheres to the highest ethical standards and facilitates the reporting of potential violations of company policies and applicable laws.

The Audit Committee, which has expertise in these matters, serves as the custodian of the whistleblower process and it promptly and appropriately investigates complaints. Information disclosed during the course of the investigation is kept confidential, except as necessary to conduct the investigation and take any remedial action, in accordance with the law.

The investigation process allows the company to determine the validity of complaints. Should an investigation substantiate the allegations of a complaint, the company promptly undertakes remedial steps and makes disclosures if required.

Infosys' response to the recent whistleblower allegations adhered to the company policy and past practices, and complied with all applicable laws and regulations. Contrary to reports that assert otherwise, I can say with certainty that the company acted responsibly in response to the complaints.

Here are the facts.

We first became aware of the original complaints on September 30. Pursuant to our whistleblower policy, the complaints were placed before our Audit Committee on October 10 and before the non-executive board members on October 11. The following week the Audit Committee consulted with Ernst & Young, the independent internal auditors and Deloitte, our statutory auditors, were updated as well.

On October 16, the company learned of a letter dated October 3, 2019, purportedly written to the Office of Whistleblower Protection Program in Washington, D.C. The October 3, 2019 letter received by the Company, however, did not include any of the referenced emails or voice recordings.

On October 18, two days before the complaints were made public, the chair of our Audit Committee decided to retain outside counsel to conduct an independent investigation of the matter. Accordingly, we retained Shardul Amarchand Mangaldas & Co. on October 21, just as the whistleblower complaints were leaked to the media. In the context of this media leak the company felt it would serve the interest of all stakeholders by issuing a press release.
The company's response to the anonymous complaints was reasonable and consistent with US and Indian law, both of which recognize the importance of investigating such claims before disclosing them. US courts recognize that companies have a reasonable amount of time to evaluate potentially negative information and to consider appropriate responses before a duty to disclose arises. Similarly, circulars issued by the Indian stock exchanges in 2018 also confirm this understanding and encourage companies to disseminate unpublished price sensitive information as soon as it becomes "credible and concrete."

We recognize and value the right of aggrieved or concerned individuals to bring critical issues to the company's attention. However, if a company does not have the opportunity to thoroughly investigate any complaint, this right could inappropriately shift from a corporate safeguard to becoming a conduit for abuse, allowing an individual to manipulate a company's, operations or reputation without due process. Accordingly, prematurely disclosing complaints without proper due diligence to assess their veracity contradicts good corporate governance and would be a mistake.

As it always has, Infosys continues to hold itself to the highest standards of ethics and conduct, and we believe the actions the company took after the receipt of these complaints complied with our legal obligations, were responsible and in the best interests of our company, employees, and shareholders.

Again, while I will not comment on the merits of the issues which are under investigation, I want to reassure you that Infosys takes whistleblower complaints seriously. As part of the standard processes defined within our whistleblower policy, we are committed to ensuring that every aspect of the allegations is thoroughly investigated. After the investigation is complete, we will share a summary of the findings and will take corrective action if warranted.

For nearly four decades, Infosys has served as a model of strong corporate governance. We will always strive to live up to those standards.

All signs point toward us achieving that goal: potential employees continue to flock to the company, our clients continue to engage with us on new and expanded programs and our business continues to build momentum. Our company is prepared and excited for what's to come.

Today, our focus is to ensure that we build on the momentum that has been gained in the last eighteen months. We are about mid-way on the three-year strategic journey that the leadership team outlined. The Board is fully supportive of the integrated management team that is driving the execution of this strategy. Together, we are prepared for the opportunities and challenges of the future.

Let me thank you all once again for joining us today. If you have any additional questions, I would be happy to answer them now.

Infosys®
Navigate your next

Analyst Meet
2019

Intense Client Relevance

Salil Parekh

November 6, 2019

Safe harbor

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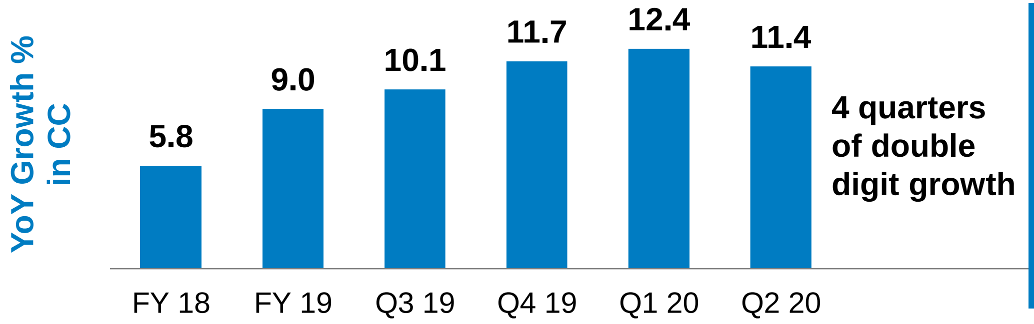
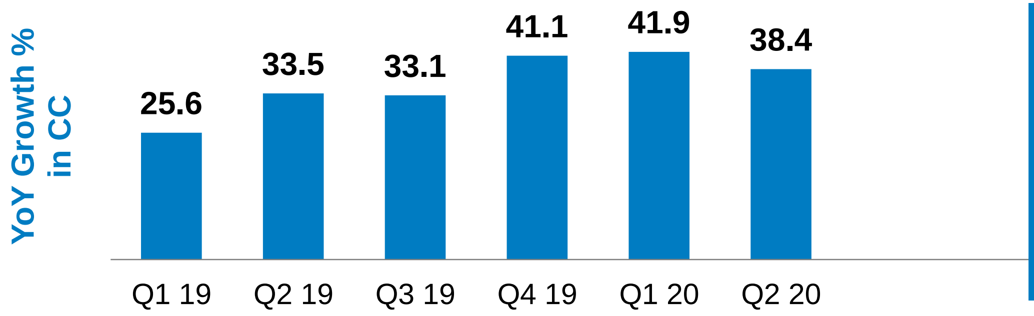
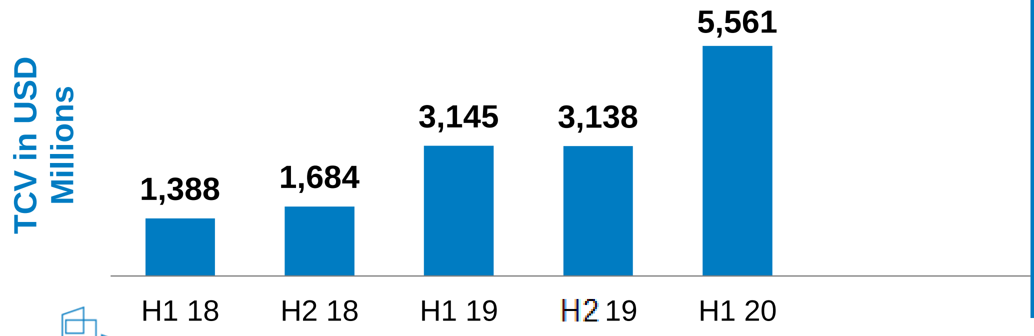
Our Transformation Journey – Major Change Over Two Years – Delivered Results



GROWTH



DIGITAL GROWTH

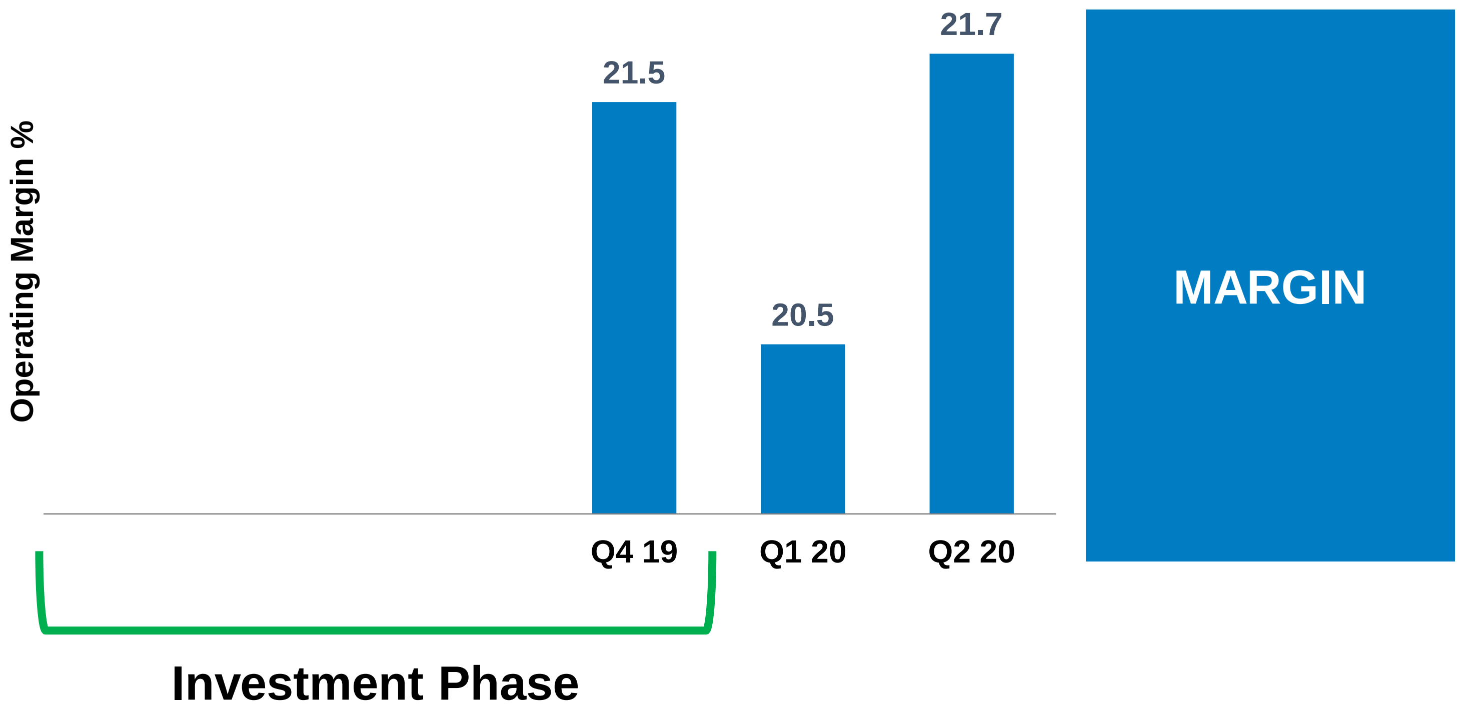


LARGE DEALS GROWTH

GROWTH

- Investment in Digital
- Large deals engine – industry leading automation capabilities

Our Transformation Journey – Major Change Over Two Years – Delivered Results



MARGIN

- AI & Automation
- Operational excellence

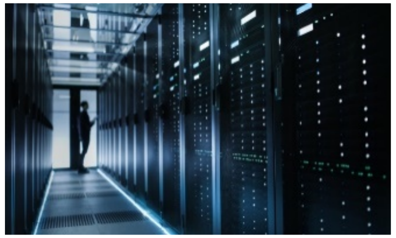
Investments in Digital Improving Client Relevance

Enterprises are driving growth by leveraging digital

Three mega drivers for growth

Experience

Visual, intuitive, natural



Data

Analytics, insights

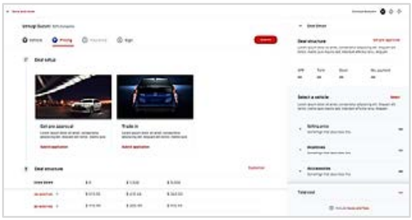
Cloud

Public, SaaS, Cloud-native

Investments in Digital Improving Client Relevance

Hi-tech Company

Consistent brand voice at each customer touchpoint

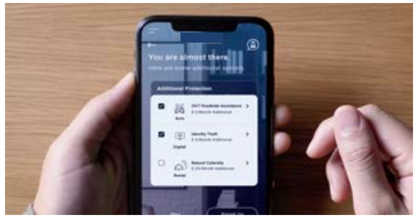


Financing Company

Tools enabling seamless auto financing and education

WONGDOODY

Human Experience = Brand Engagement



Insurance Company

App experience making it easy to see different insurance options for various needs

Telecom Service Provider

Connecting the Physical retail space to Digital Experience

Investments in Digital Improving Client Relevance

SCALE PUBLIC CLOUD

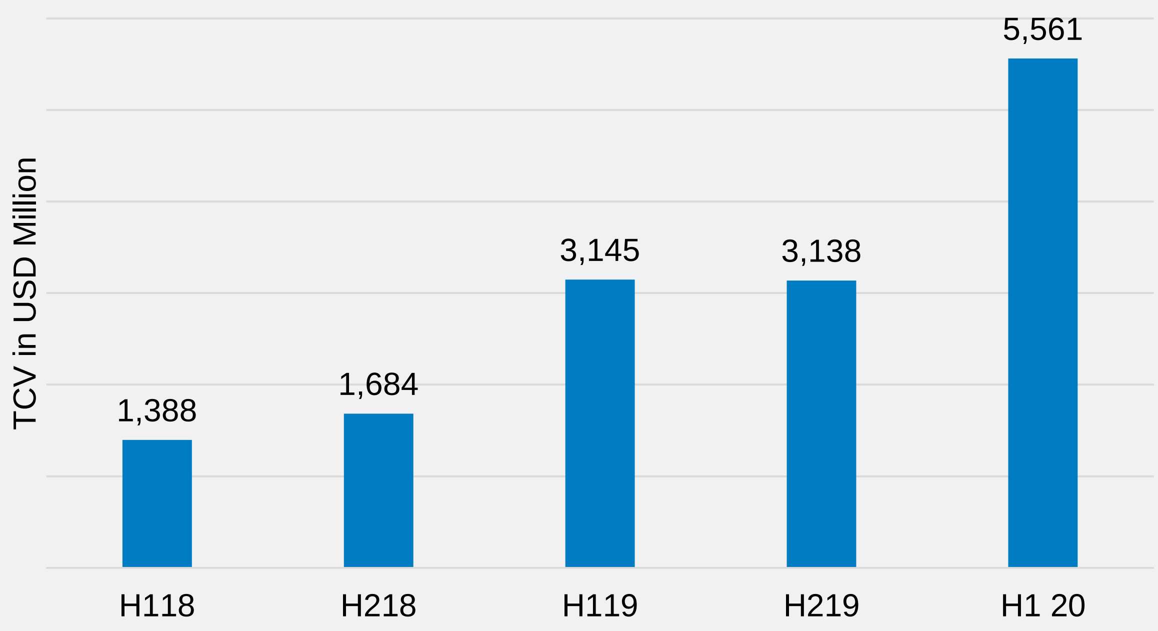
LARGE HEALTHCARE COMPANY

What we provided to the client:

- End to end Cloud infrastructure services
- Flexibility through Poly-Cloud
- Seamless, safe and secure cloud orchestration using several Infosys IP
- Material cost savings

Large Deal Strategy Creating Impact

- Investments to amplify capability
  - Sales force enablement and transformation
  - Horizontal and vertical platforms
- Pipeline expansion through
  - Industry theme based campaigns
  - Leveraging Influencer channel systematically for deal origination
- Leveraging a Strong Partner Ecosystem



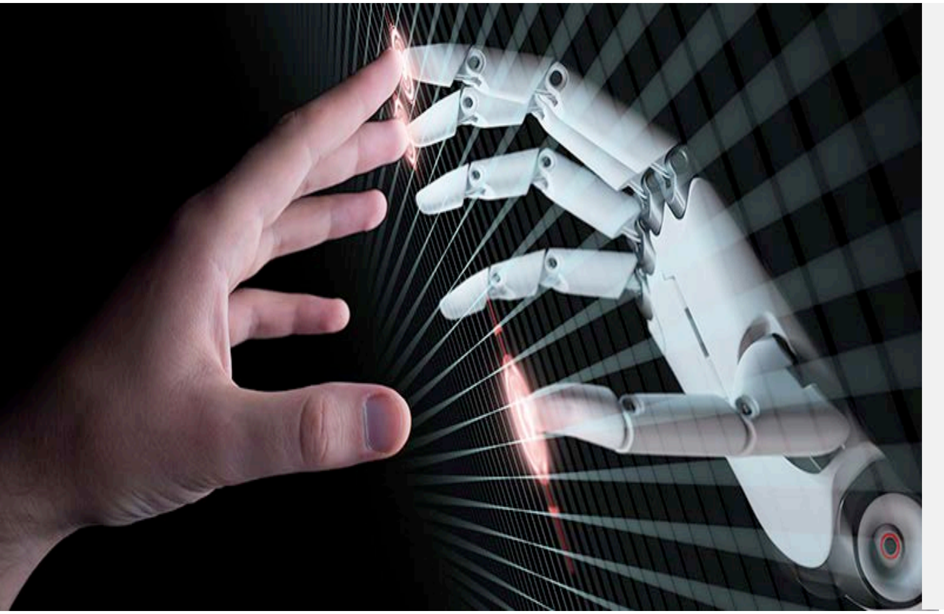
Large deal booking strong

Automation & AI for productivity

AUTOMATION

ARTIFICIAL INTELIIGENCE

Enterprises are driving productivity by leveraging Automation & AI



INTELLIGENT AUTOMATION

OIL AND GAS MAJOR

What we provided to the client:

- Implemented AI driven Ops such as ML driven Auto routing and assignment
- Self-healing, predictive monitoring, preventive maintenance and ChatBot driven self help
- Resulted in 40% savings over 3 years

Driving Operational Efficiency

- Onsite/Offshore Mix
- Pyramid
- Automation/Lean
- Sub-contractor Cost

People Approach

Intervention

- Greater learning and career growth opportunities internally
- Increased predictability
- Empower and engage

Action

- Increased leadership engagements with employees
- Bridge programs for changing career streams
- Fast track promotions for top talent
- Higher promotions vis-à-vis hiring

Outcome

- Attrition reduced by 200 basis points in Q2

DIGITAL READINESS

ALWAYS ON LEARNING

AGILE CAREERS

STOCK OPTIONS

EARLY CAREER & REWARDS

Creation of Onshore Digital Centers and Local Campus Recruiting

6 Digital delivery
centers in the US,
1 in Europe, planned in
Asia

8 Digital studios
across, US, Europe,
Australia and India. 2
more to be opened shortly
(US & Europe)

1700 college graduates
hired in US, Europe,
Asia (excl. India)
in past 12 months

Strategic Direction Clear, Focused on Disciplined Execution

Growth – Digital, large deals

Margin – AI, automation in delivery, operational efficiency

With the goal of intense client relevance to help them navigate their next

We have the building blocks for continuing our growth mind-set supported by a strong margin discipline

LIVE ENTERPRISE

Infosys®
Navigate your next

Analyst Meet

2019

Operational Excellence in a Live Enterprise

U. B. Pravin Rao

November 6, 2019

Safe harbor

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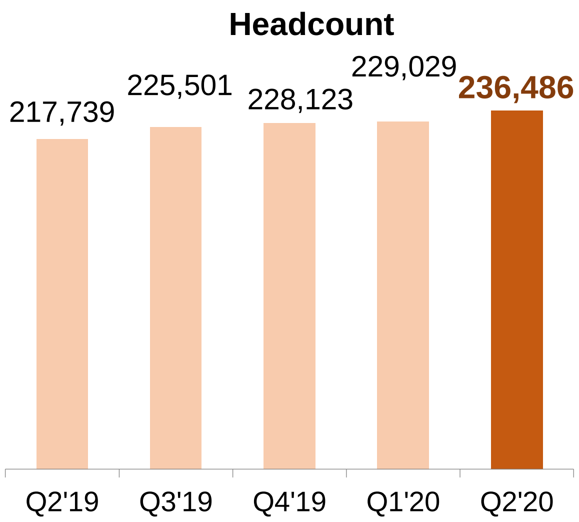
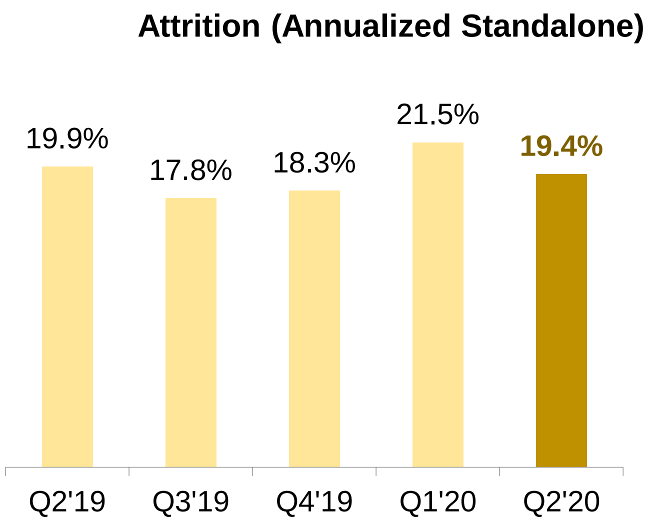
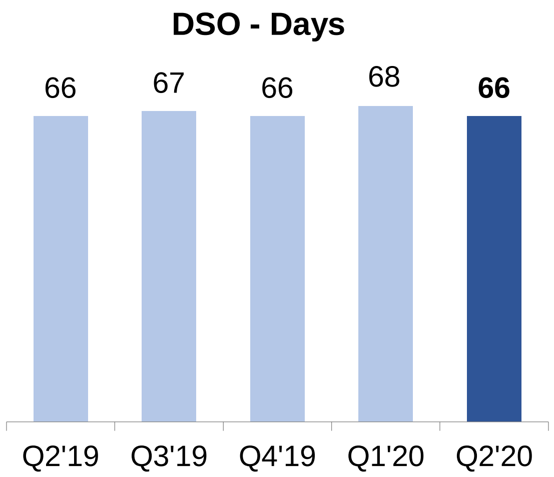
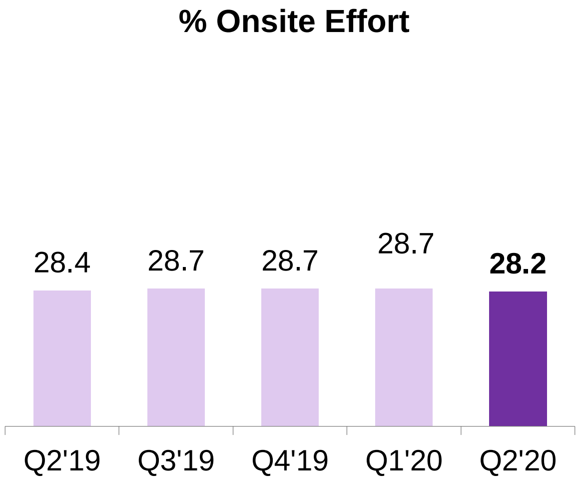
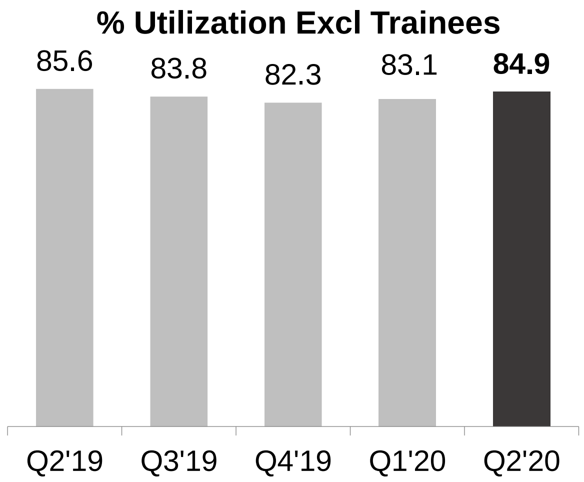
Stable operational performance in H1’20



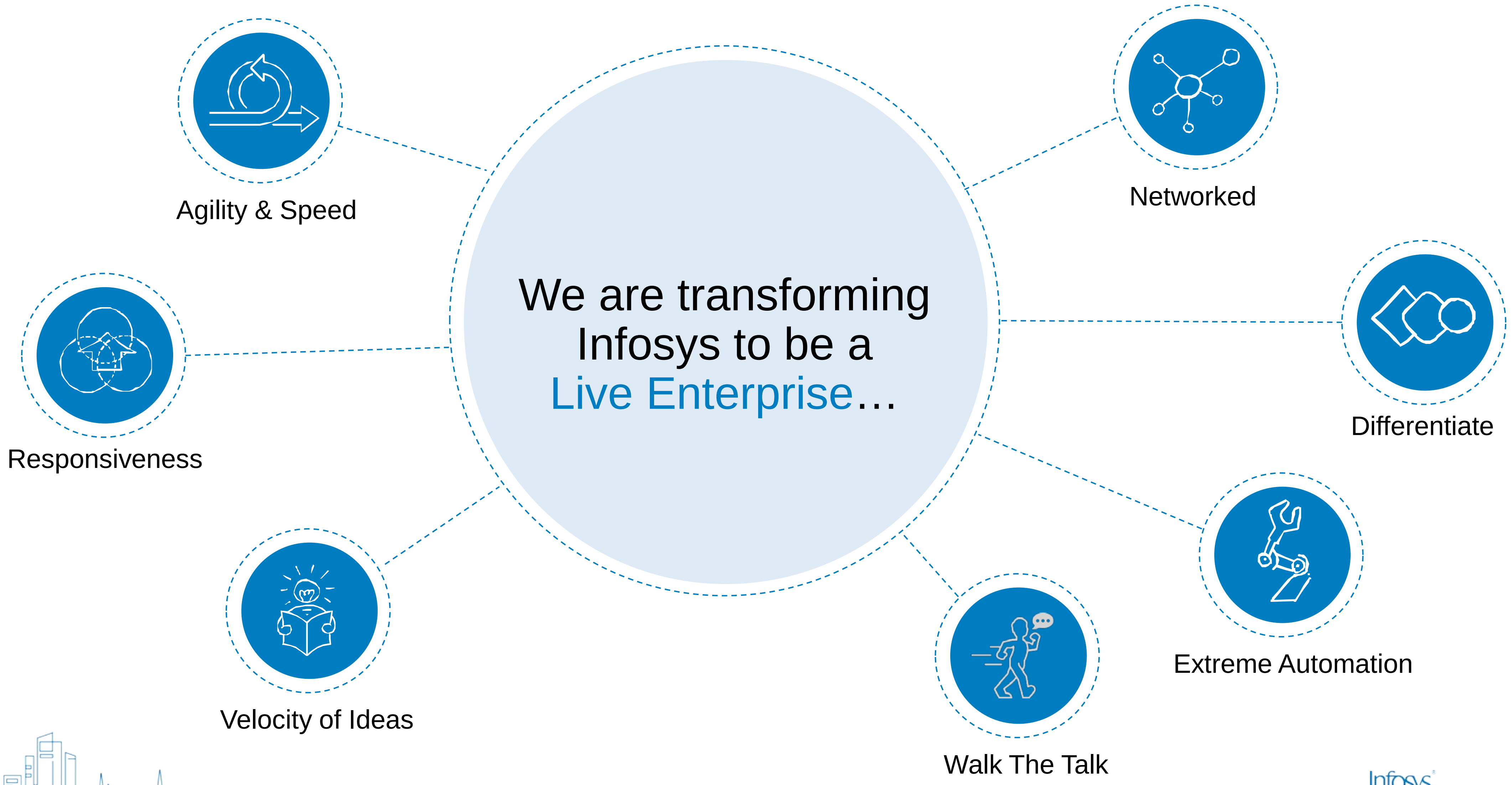




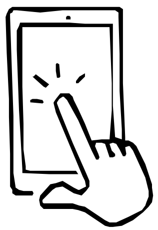




We are tuning our systems and processes to continuously learn, improve and simplify

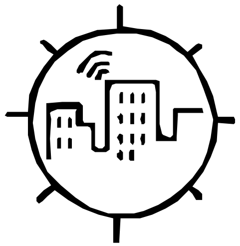


We are re-imagining our own business operations with digital technologies



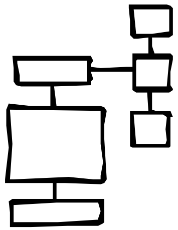
Re-Imagine Experience

- Digitalize the workforce



Re-Imagine Ecosystem

- Build Sustainable workforces
- New ways of working
- Drive Phygital Collaboration

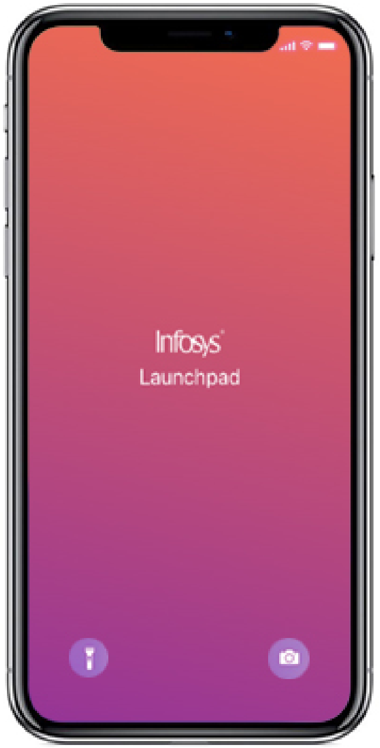


Re-Imagine Processes

- Accelerate Automation
- Fluid Operating Models
- Enhance Productivity

We are enabling productivity and learning platforms

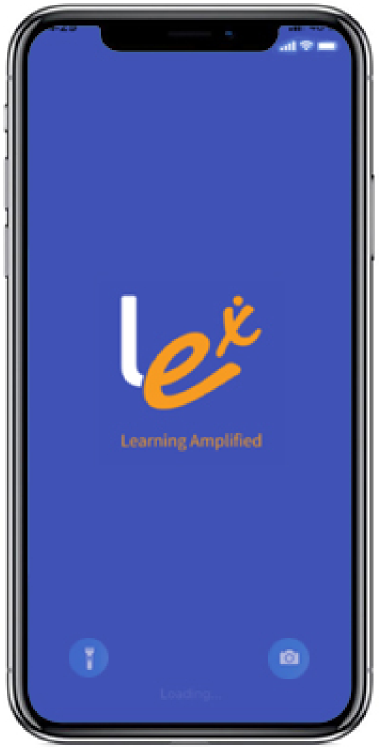
Onboarding New Employees



Personal Productivity & Convenience

Work Productivity & Insights

Learning & Career Development



100+ **Employee apps to 4 mobile apps**

Large user base:
200,000+ for learning,
100,000+ for productivity
& 30,000+ for onboarding

40 min average time spent learning everyday

45%+ services availed anytime/anywhere

We are transforming our ecosystem

Services store to curate and provision all assets

Platform ecosystem for real-time collaboration

‘Phygital’ transformation for smarter workspaces

Infosys knowledge graph to link silo’s of data

Enabling a talent (r)evolution

Re-Imagine Ecosystem

WORK

Re-designing work, around capabilities

Skill Tags, Career Specialization Programs, Jobs are skills driven, Focused on specialization

WORKFORCE

Gearing up for tomorrow, where learning is a continuous cycle

Upskill, Cross-skill, Career choice programs.

WORKPLACE

Creating an Ecosystem that supports free flow of Talent

Internal Talent Marketplace and Bridge Programs

All of these powered by our Digital Platforms

We have enhanced our internal processes

Increased revenue by faster talent fulfilment

Visibility of holistic data to make faster decisions

Reduced project infrastructure set up time by 90%

~50% reduction in the time taken for back-ground checks

Scaling our Agile, DevOps capabilities

Re-Imagine Processes

Culture & Competency

Agile awareness & develop ecosystem to drive Agile culture

Frameworks

Strengthen Distributed Agile methodology with differentiators

Positioning

Go-to-market with our Distributed Agile value proposition, leverage Innovation Hubs

Adoption

Drive Agile adoption proactively in prioritized accounts in a multi-wave approach

~88% Infoscions are enabled on Agile

Shifting gears to accelerate automation

Re-Imagine Processes

30-40% of delivery effort automated across applicable projects

250+ In-house tools on Intelligent Automation

400+ Partner and Open Source tools

Lean execution coupled with Automation is giving us on an average ~22% efficiency gain in applicable projects.

~17% FTE Repurposed onshore

Creating a bot-factory

Disruptive automation cutting across the industry

Strategic automation to be able to predict and prevent disruptions

Deterministic automation for repetitive tasks

Tactical automation across the account


We are reinventing ourselves,
with a new approach, change in mindset
and platform thinking to operate and innovate
like digital natives

LIVE ENTERPRISE

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Analyst Meet
2019

Increasing Shareholder Returns

Nilanjan Roy

November 6, 2019

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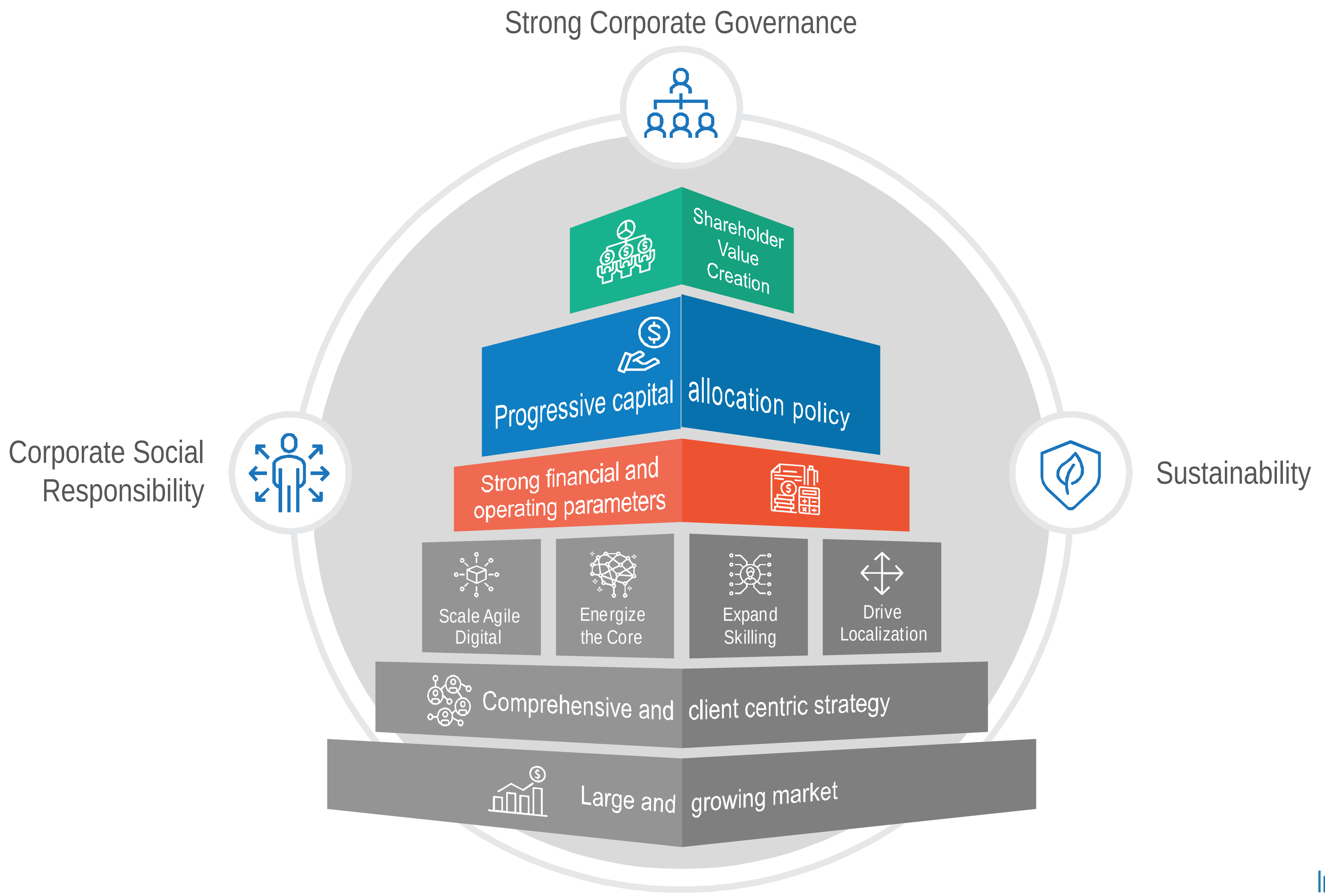
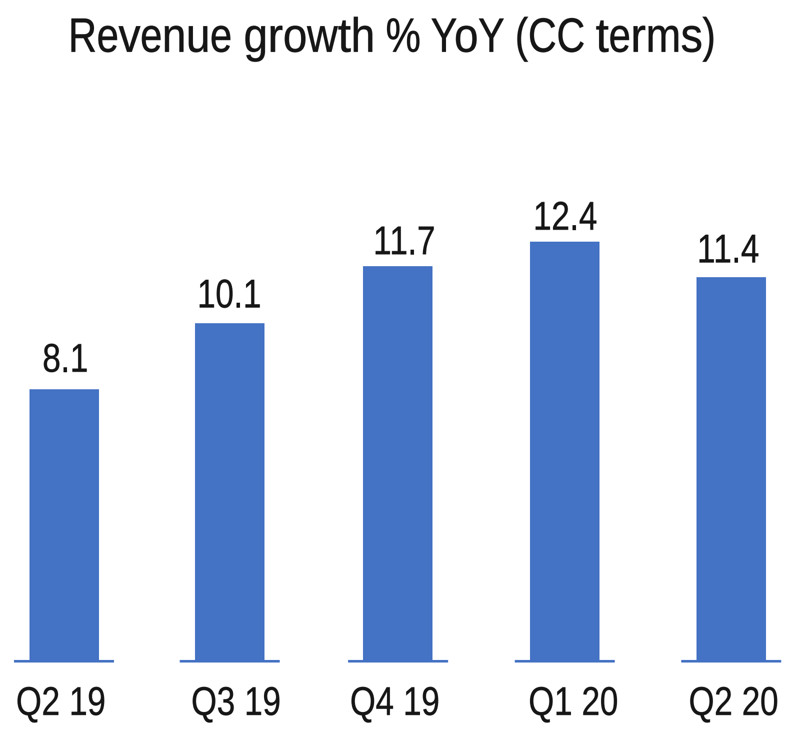
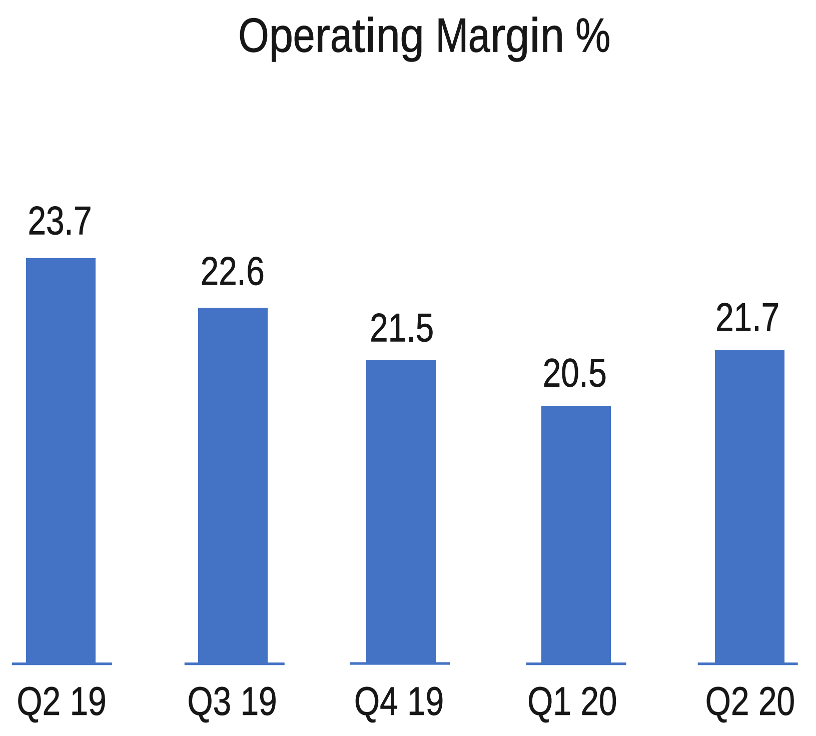
Building blocks to shareholder value creation



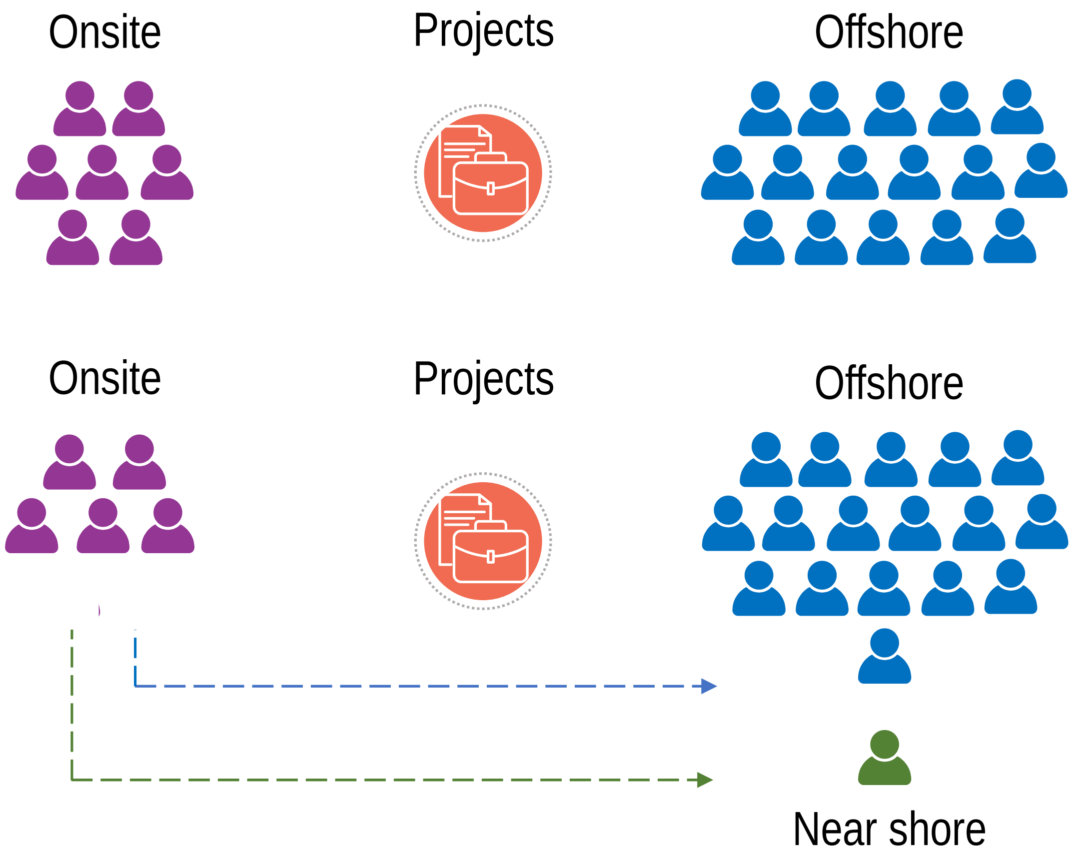
Revenue and Margin Trends

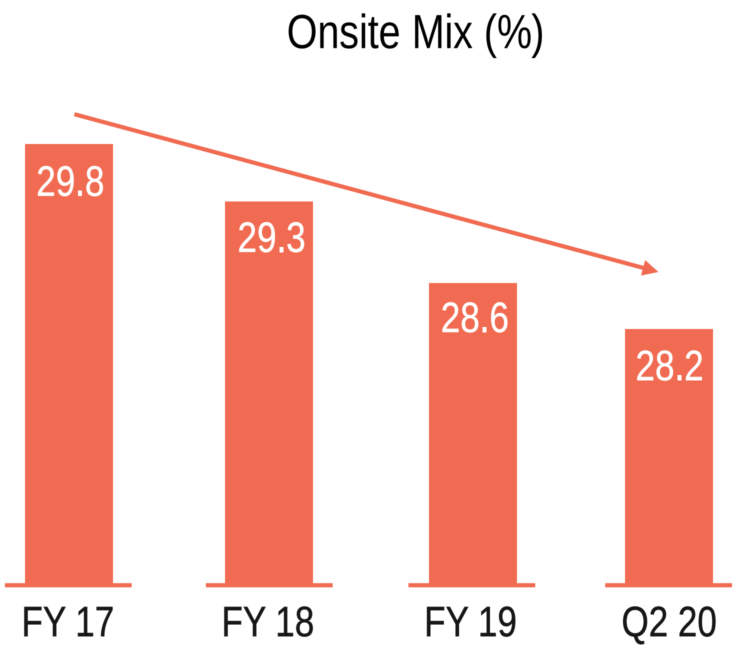




Cost Optimization Tracks

Onsite - Offshore Mix





Increase offshoring in new deals

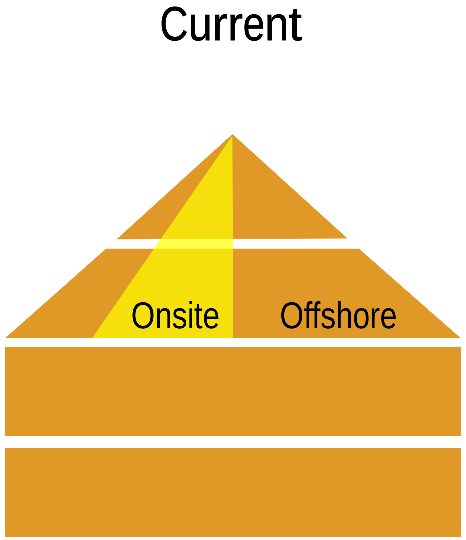
Extreme offshoring in core services

Optimize offshoring in digital services

Cost Optimization Tracks

Onsite - Offshore Mix

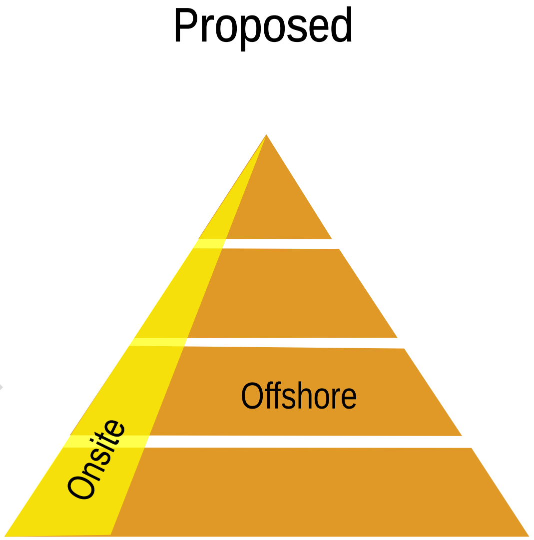
Pyramid



Increased Fresher hiring at Offshore

6 Innovation Hubs in US

~1,700 Fresher hiring in USA & Europe in last 1 year



Cost Optimization Tracks

- Onsite - Offshore Mix
- Pyramid
- Automation/Lean

Eliminating waste and adopting Automation towards efficient and modernized delivery

Eliminate

- Eliminate non value added tasks, redundant workloads
- Address root causes of failures

Optimize

- Reduce wastage to have efficient processes
- Optimise workforce and increase efficiency
- Modernise and Optimise hardware and software

Automate

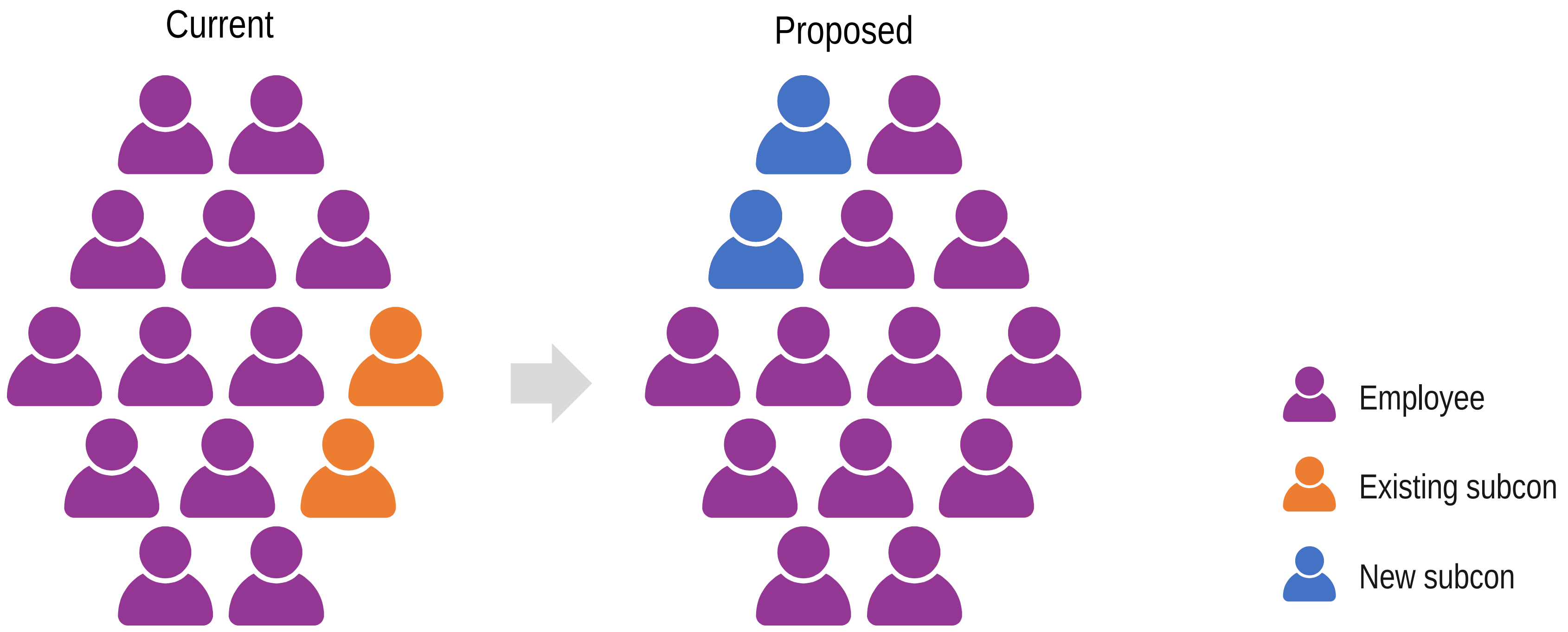
- Automate to reduce human interventions and reduce time to market

Cost Optimization Tracks

- Onsite - Offshore Mix
- Pyramid
- Automation/Lean
- **Subcon Cost**

Why subcon?

Skill requirement	Recruitment lead time	Short duration projects



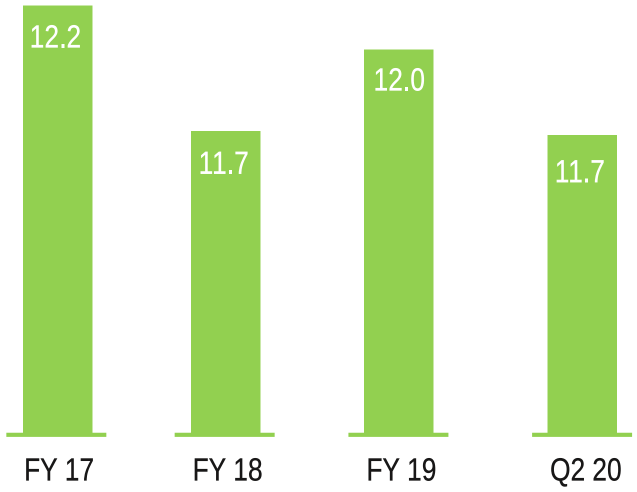
Our solution

Continuous replacement and conversion → Continuous onboarding of fresh subcons

Cost Optimization Tracks

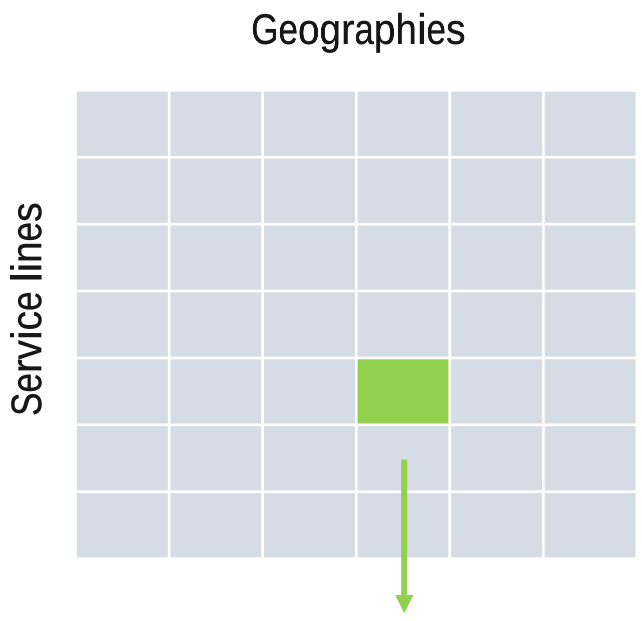
- Onsite - Offshore Mix
- Pyramid
- Automation/Lean
- Subcon Cost
- **Scale Benefits**

Operating leverage



SG&A Cost as % of Revenue

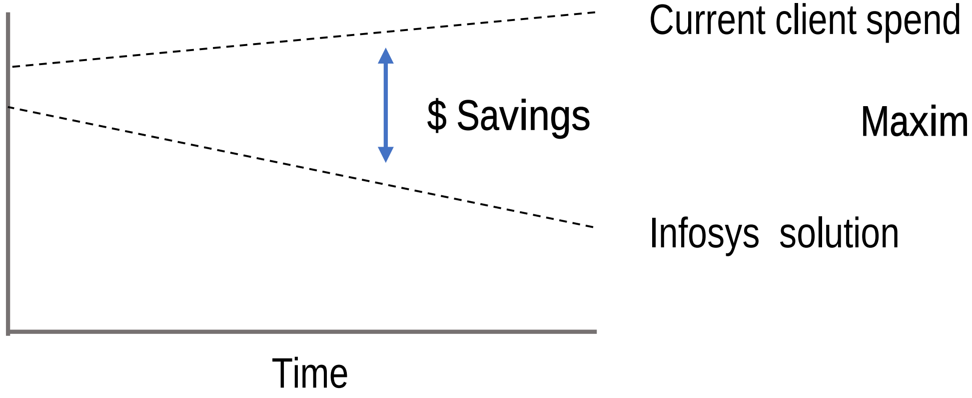
Scale @ n=1



Cost Optimization Tracks

- Onsite - Offshore Mix
- Pyramid
- Automation/Lean
- Subcon Cost
- Scale Benefits
- **Digital Pricing**

Client Value Proposition



Maximizing value to the client

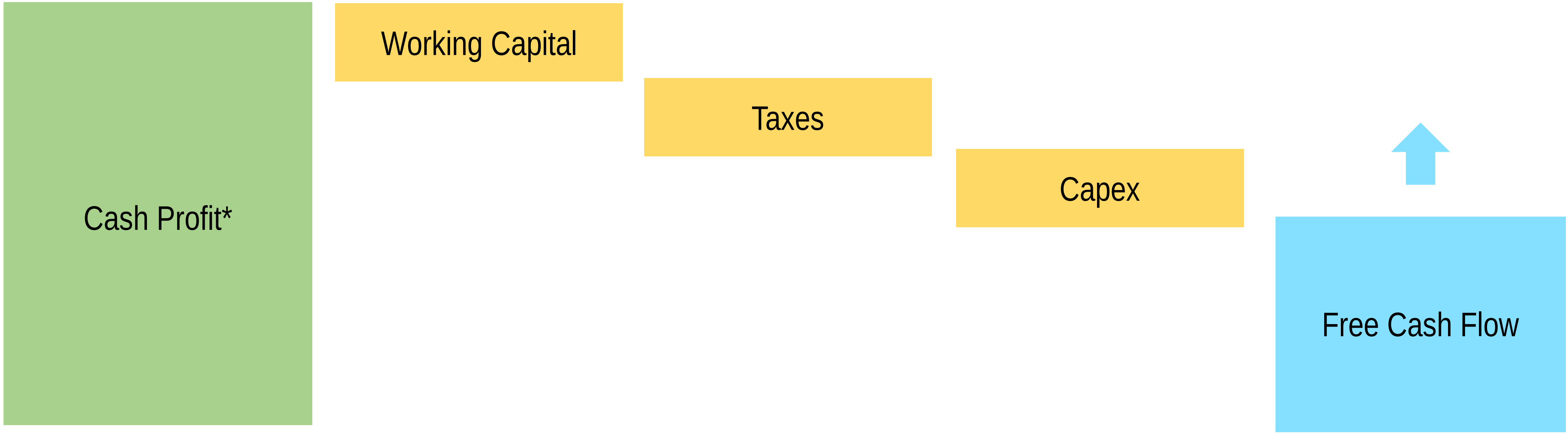
Optimize pricing for digital skills

Cost Optimization Tracks

Onsite - Offshore Mix	Pyramid	Automation/Lean
Subcon Cost	Scale Benefits	Digital Pricing
	Others	

$100Mn- $150Mn of Cost Optimization in FY20

Improving Cash Generation



- Revenue Growth
- Margin Improvement

- Improving DSO
- Reducing unbilled
- Improving DPO

- Transitioning into new tax regime

- Asset light model for new infrastructure
- Sweating existing facilities

* Cash profit is Net profit plus all non-cash items before working capital changes

Value accretive M&A

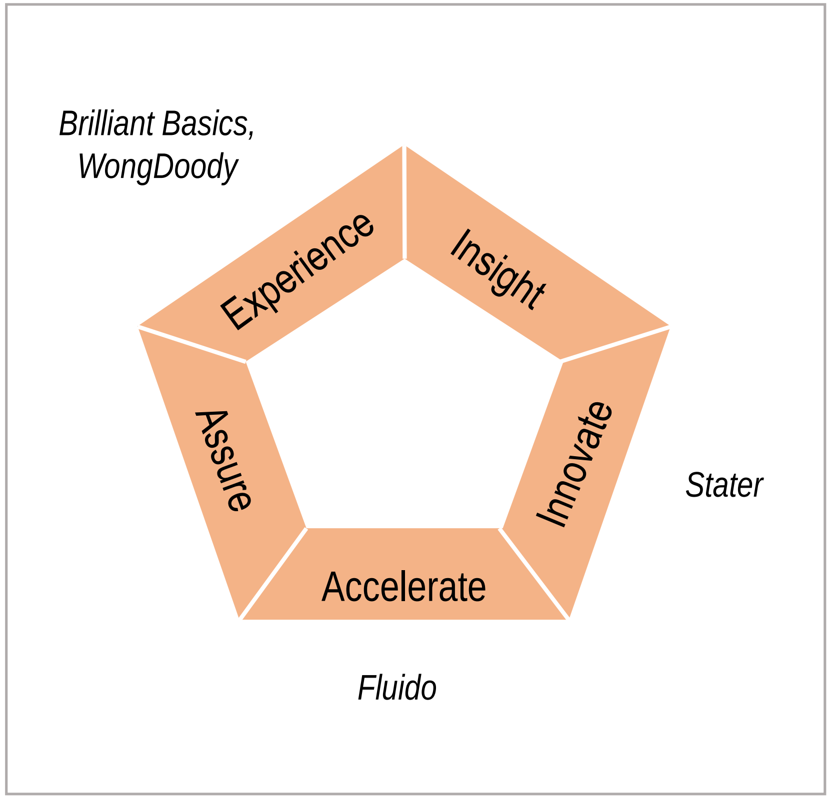
M&A

- Complementary digital service capabilities
- Consolidate market share
- Synergistic client-specific assets

Post-Merger-Integration Playbook

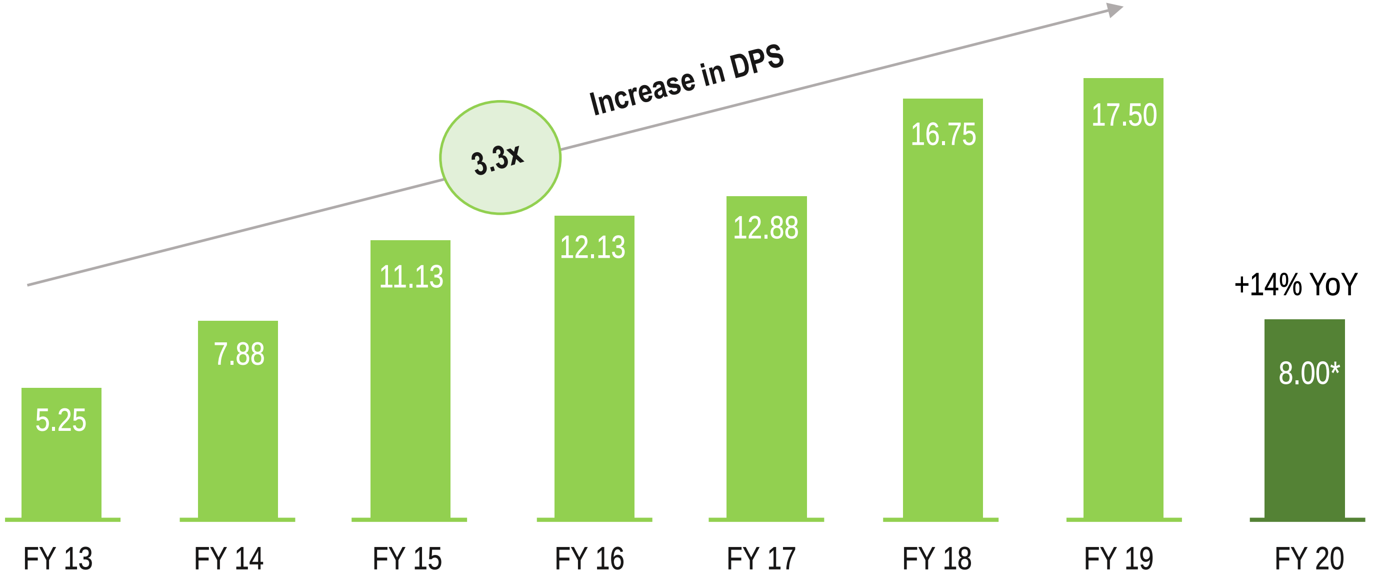
M&A headroom in Capital Allocation Policy

Digital Acquisitions

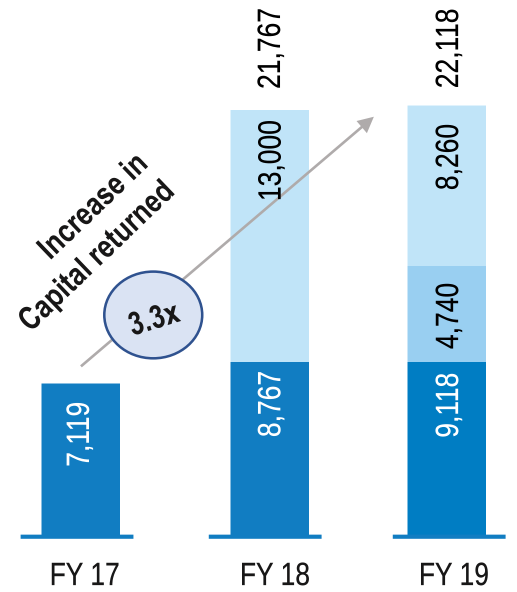


Enhanced shareholder payouts

Consistently growing
Dividend Per Share (DPS in ₹) (1)



Capital returned to shareholders ₹ crore (2)



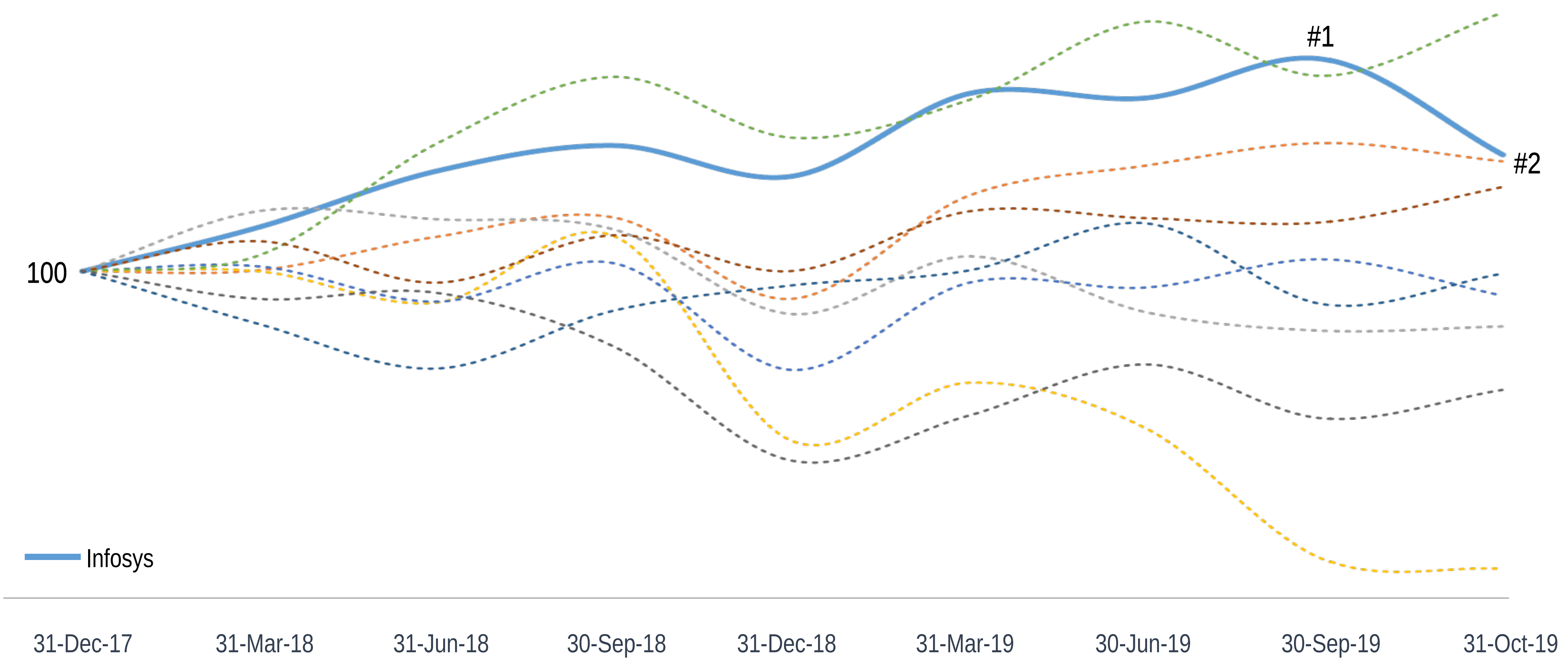
Capital Allocation Policy	Upto 30% of NP	Upto 40% of NP	Upto 50% of NP	Upto 70% of FCF	Upto 85% of FCF Over 5-years

Regular dividend	Special dividend	Buyback

(1) Excludes Special Dividends. DPS figures are adjusted for Bonus issues. (2) Dividend amount is inclusive of Dividend Distribution Tax.

* Interim dividend

Total Shareholder Return (vs. Industry Peers)



Source: Total return index as per Bloomberg

Alignment of management compensation with TSR (New 2019 RSU Plan)

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Analyst Meet

2019

Winning Large Deals

Mohit Joshi

November 6, 2019

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Infosys sales transformation is being driven by

5 key initiatives…

Market facing strategies

- Large Deals
- Account Expansion
- New Account Openings

Foundational capabilities

- Sales Force Transformation
- Sales Enablement

…with winning **large deals** a key pillar of our strategy

Our **transformation journey** started in early 2018 with a holistic approach to address all facets of large deals

using this **Deals Winning Equation**

TCV =

Win Rate

- Simplified Agile Process
- Best Team
- Clear Win Strategy
- High Quality Proposal

X

Pipeline

- Direct Sales
- External Sources

We built a **global team of experts** to lead our efforts…

An **integrated** ecosystem of strategic deals specialists with expanded global presence

Added **experienced Deal Directors**	**Re-focused the Influencer Team** on strategic deals	**Strengthened negotiations with** industry experts	Established a **global solution architect model**	Expanded **knowledge portal**	**Enhanced creative capabilities** with interactive artifacts

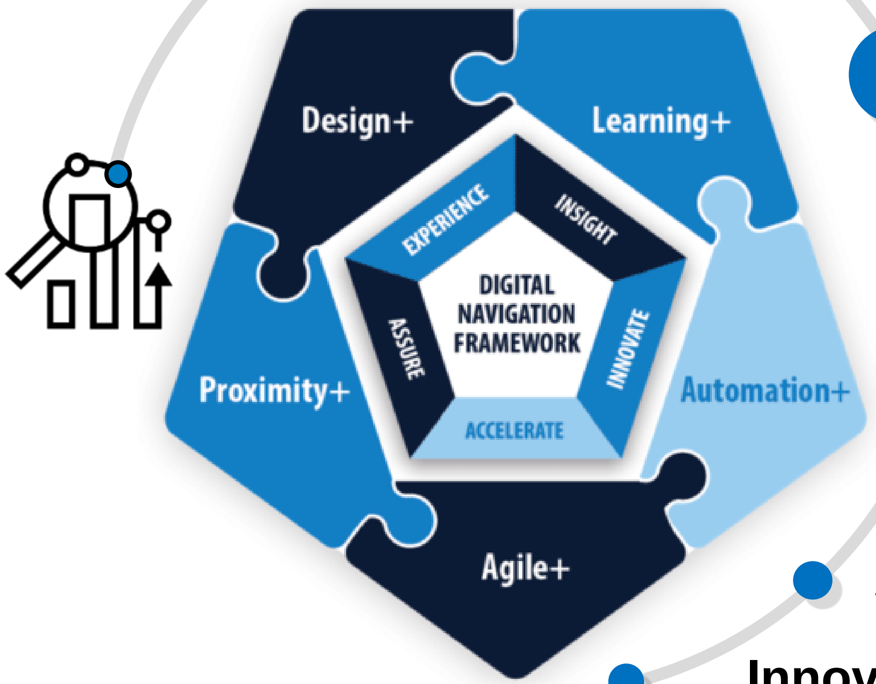
…and developed **Industry Themes** to create a pipeline of proactive deals

Illustrative Themes

CMT	FS	Retail	MFG	Energy & Utilities
Network modernization	Re-imagining Wealth Management experience	S/4HANA led digital transformation	Smart manufacturing	Utilities – Grid Modernisation

A **culture** of innovation and collaboration underpinned our efforts…

… and these are some key **elements** of our strategic pursuits



Senior Leadership Commitment
Clients expect Senior leadership involvement and Commitment for their transformation journey

Proactive Transformative Solutions
Utilizing Infosys' digital navigation framework and strong domain-led Value Propositions

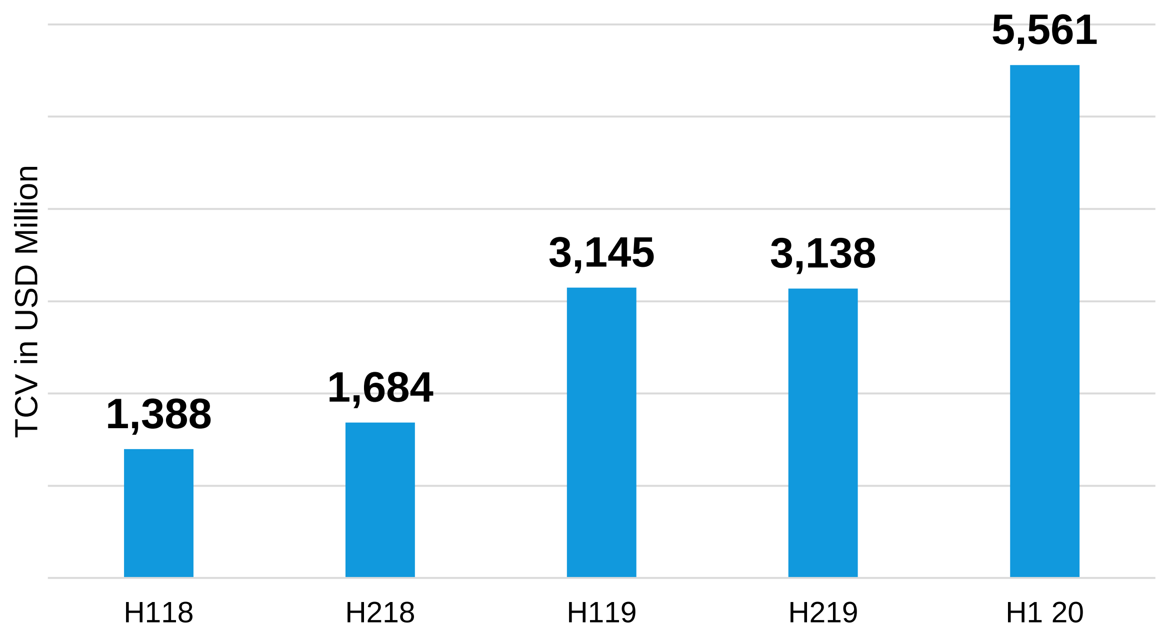
Leveraging a Strong Partner Ecosystem
Best-of-breed solutions for every element of scope

Investments in Horizontal & Vertical Platforms
Finacle, Stater, McCamish, IAMP

Structured large deal review process

Innovative Deal Structuring & Contracting
Outcome-based and Gainshare models, JVs

The success of our strategy is evident in our **growth trajectory…**

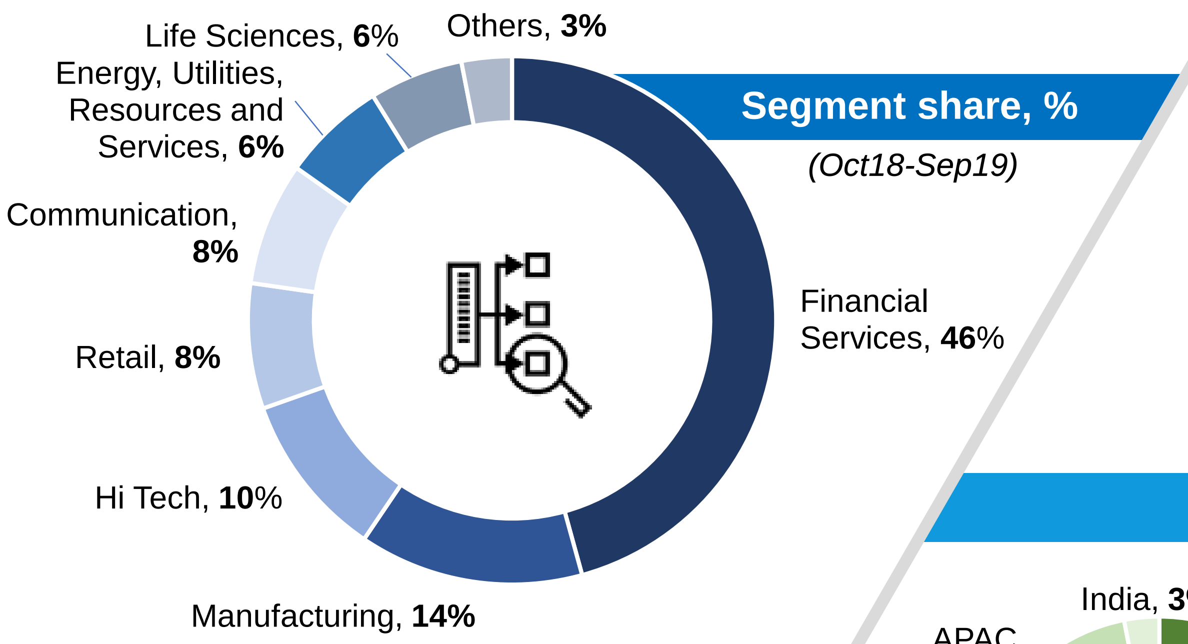


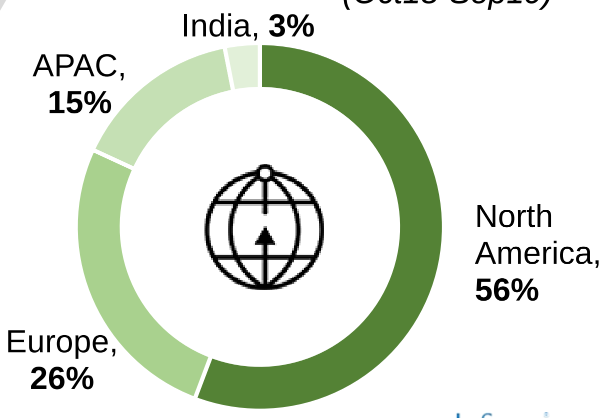
Over $5.5Bn large deal signings in H1 FY20, with highest **Net New** signings so far

77% Y-o-Y growth in overall signings (on top of the 106% growth last year)

… and our deals are **diverse,** spanning all industries and geographies

- Innovative structuring (Outcome-based, Gainshare)
- Platform Deals
- Next Gen Infrastructure Transformation
- Operations Transformation
- Alliance/ Partnership Structures
- IT as a Service/ large IT scope takeover
- ERM Implementation & Support
- Public Sector wins
- Digital Transformation Partner





Our recent win at a large **healthcare client** illustrates our approach…

Client "Standard" RFP

- Application Maintenance Support
- Infrastructure Managed Service
- Basic aspects of Business Transformation
- "Typical" SLA driven Managed Services RFP

+

Infosys Solution

Expert Knowledge of Client Ecosystem	Deep Client Relationship	Microsoft Cloud Partnership
Innovation Investments	Assumed Risk	Focused Deal Team
Infosys IP	Agile/Devops	Automation

=

Strong Business Outcomes & Winning Strategy

- Mature technology to enable business growth **OVER 30%**
- Enhancement of IT/Business capability: expected to more than double in 2020
- Enabling "business aware" IT environment allowing informed business decisions
- Time-bound financial commitment to deliver on key aspects of business transformation

The **future** is changing…and so is our approach

- Partnering with an eco-system of providers/ platforms
- ‘Live Enterprise’ paradigm powered by Infosys Digital Platform
- 3-tier location model leveraging localization
- ‘Always-on’ learning and talent transformation
- Joint GTM with clients

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Experience

Ben Wiener

November 6, 2019

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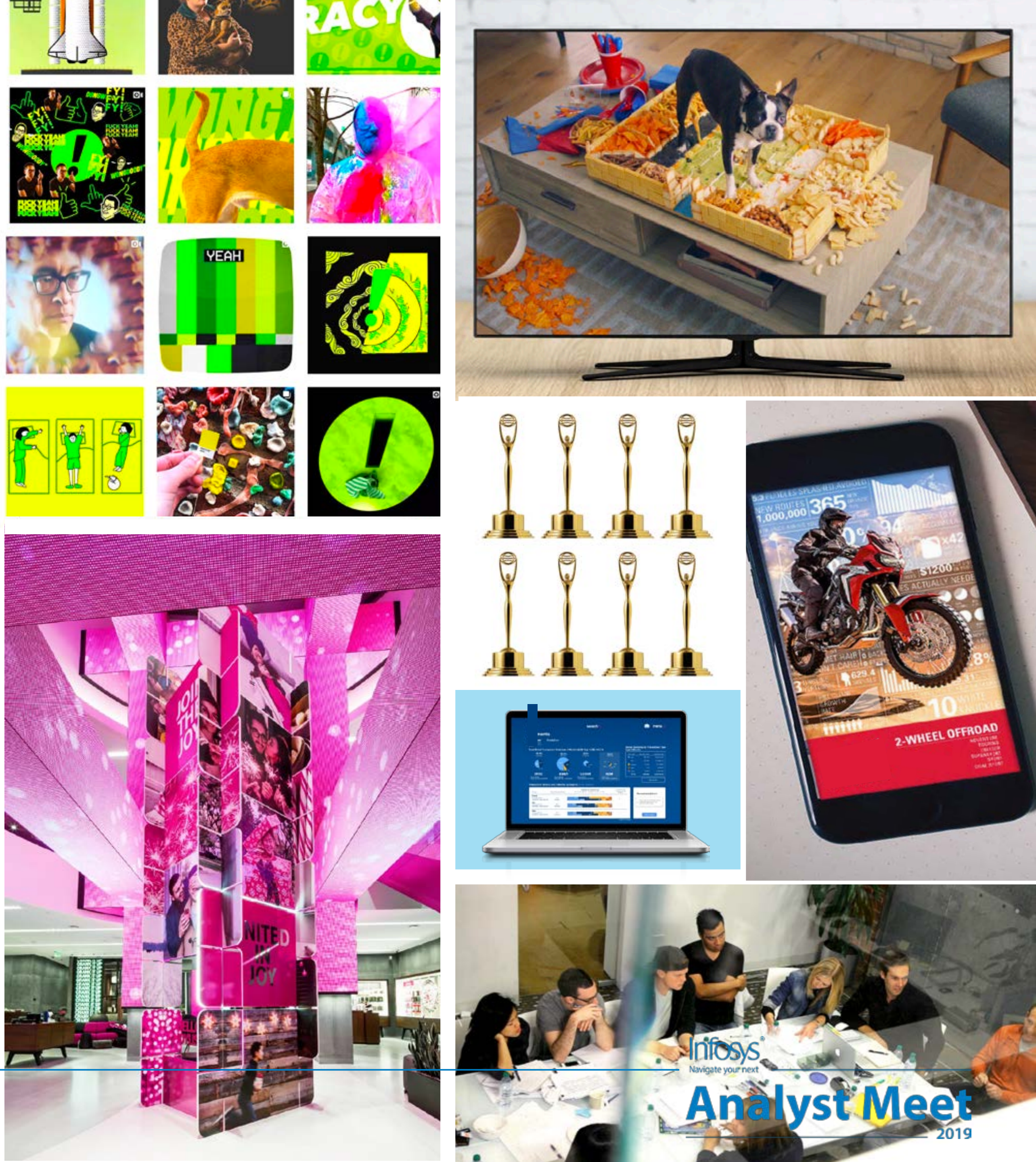
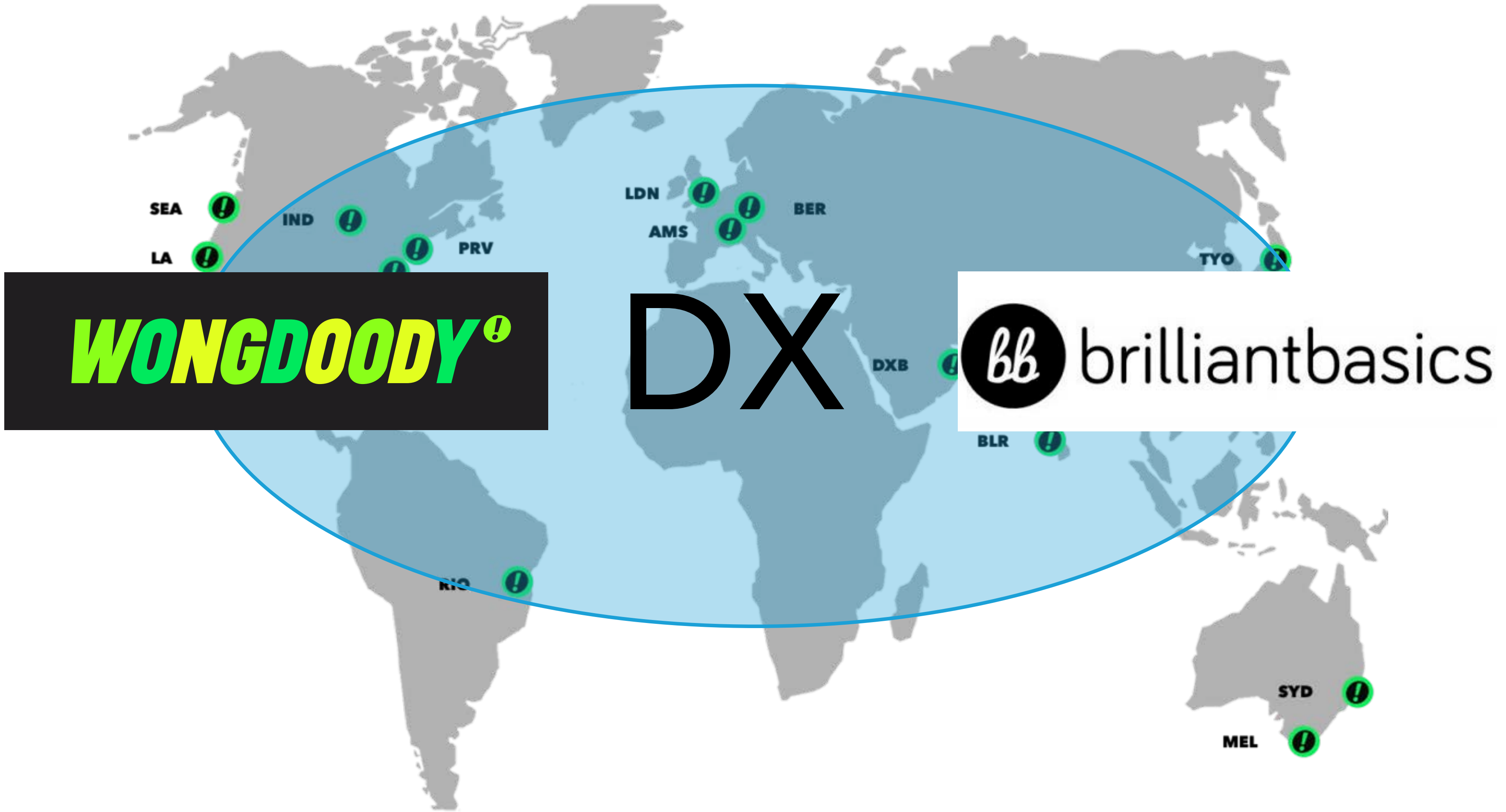
WE ARE A HUMAN EXPERIENCE COMPANY.

HUMAN EXPERIENCE EQUALS BRAND ENGAGEMENT.



THE INFOSYS HX ECOSYSTEM



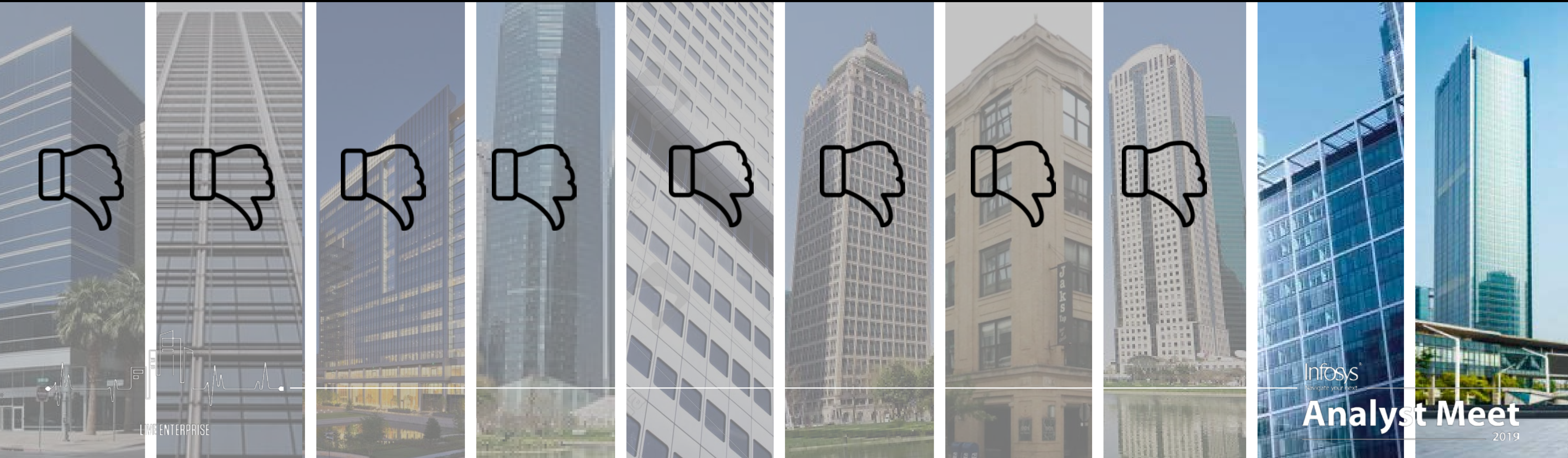
A BETTER EXPERIENCE GENERATES CUSTOMERS WHO ARE:

7X more likely to buy

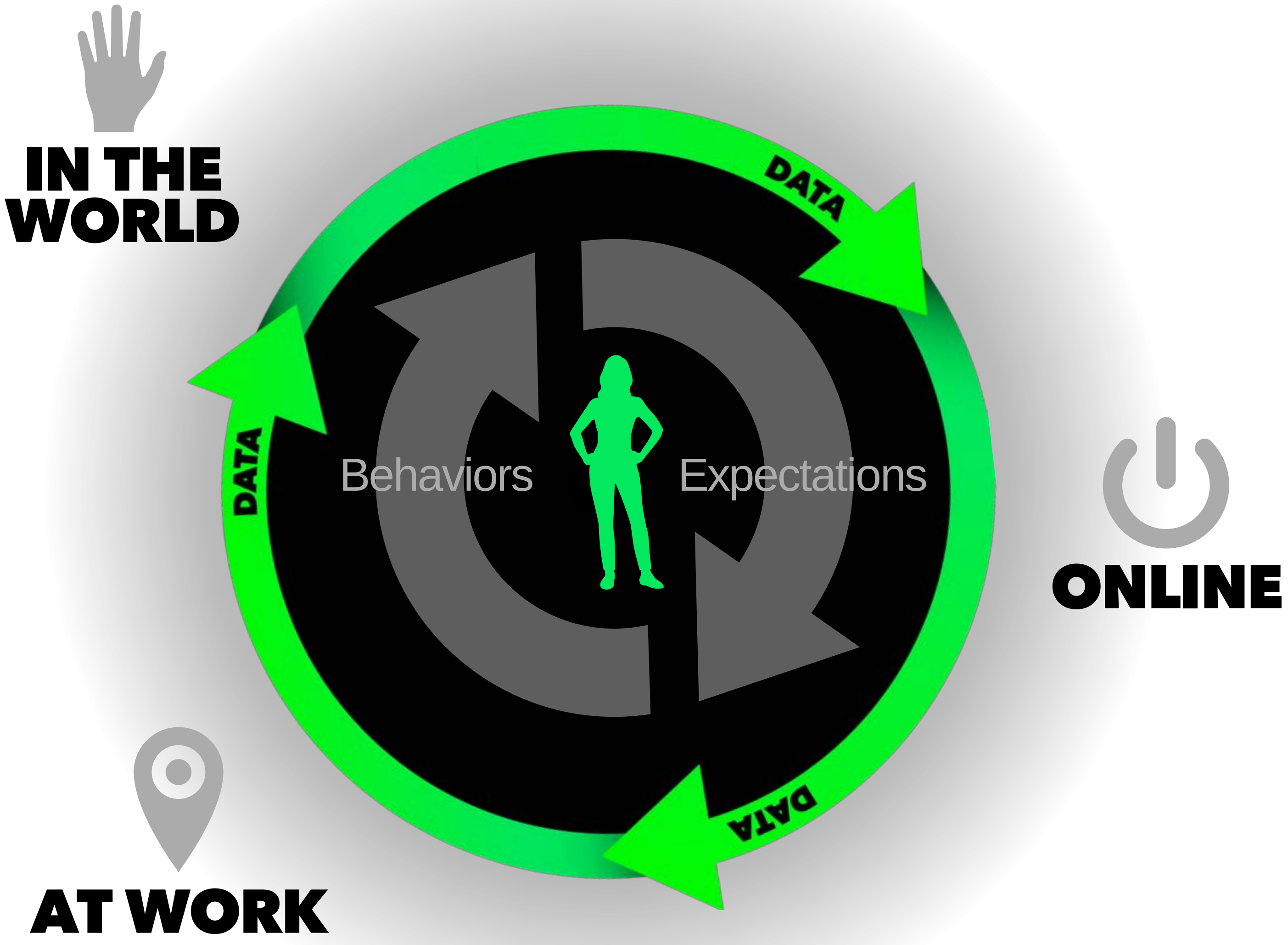
8X more likely to try new products

15X more likely to share positive WOM

8 OUT OF 10 COMPANIES HAVE A STAGNANT CX RANKING.



HUMAN EXPERIENCE FRAMEWORK



INSIGHT FUELS CREATIVITY: THE INFOSYS AGILE INSIGHTS PRACTICE

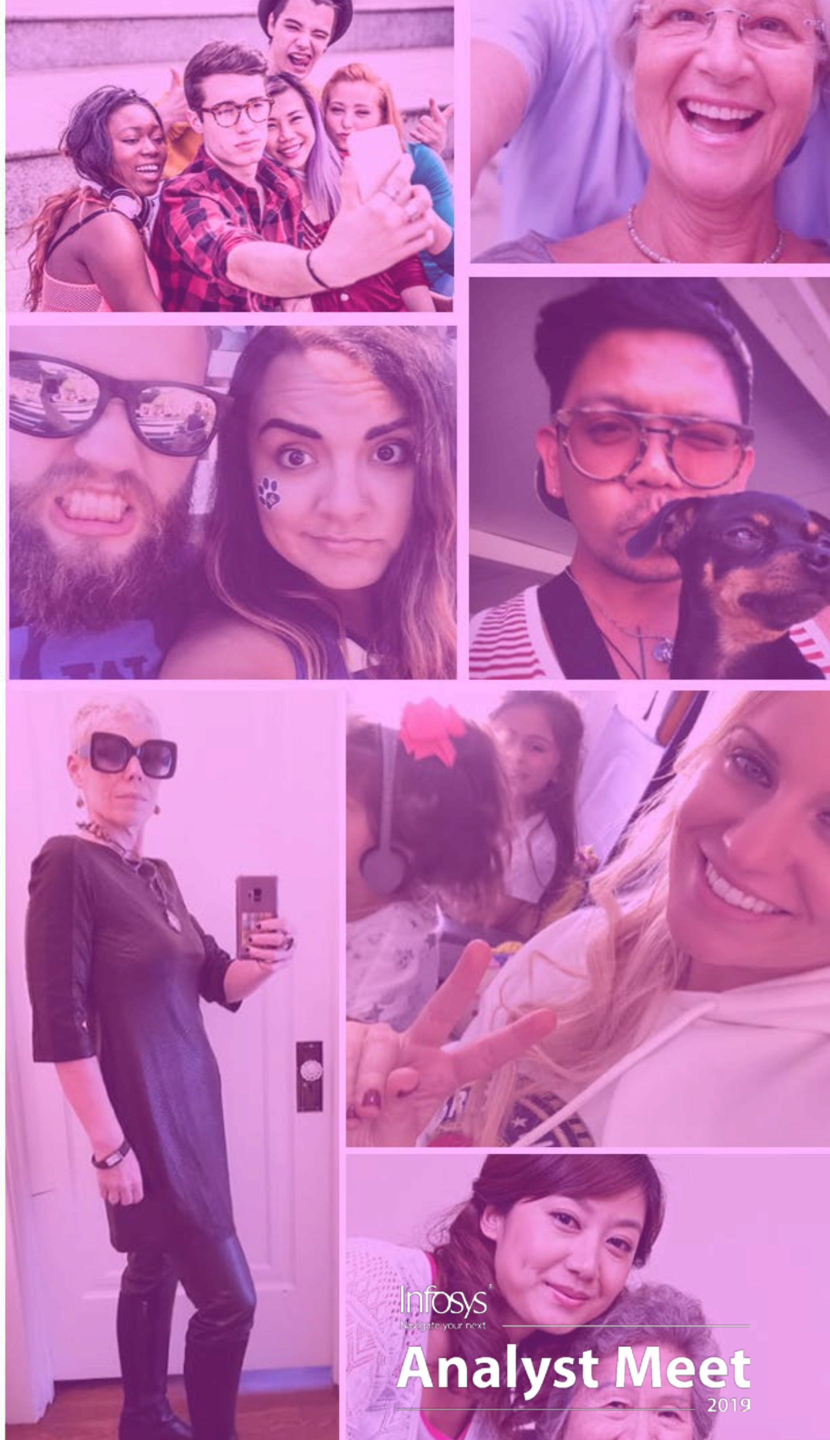
THE MOTHERBOARD

The Motherboard - our always on community of Moms eager to share their thoughts and opinions to help brand innovate and shape consumer experiences, is the foundation for our Agile Insights Practice - a research approach that allows us to quickly inform and validate our ideas with consumers at all stages of digital transformation with qualitative data.

Understanding what customers need and want before we develop new experiences, services and products drives significant business growth for our clients.

FAST COMPANY WORLD CHANGING IDEAS 2019

2019 FAST COMPANY WORLD CHANGING IDEAS HONOREE AWARD



CREATIVITY EARNS GREATER RECOGNITION

74

awards for HX in the last 2 years

Graphis 2020 Design Annual

2019 shop! Design Award Winner

Fast Company World Changing Ideas 2019

ca Communication Arts

300+

global creative awards in the past 25 years

CREATIVITY ENHANCES END-TO-END DIFFERENTIATION FOR INFOSYS

"I think it's an incredible vision, it feels very close to the customer, the kind of colleague-and customer-centric experience we need. This is a massive step forward."

EVP, FINANCIAL SERVICES

INFOSYS HX CASE STUDIES

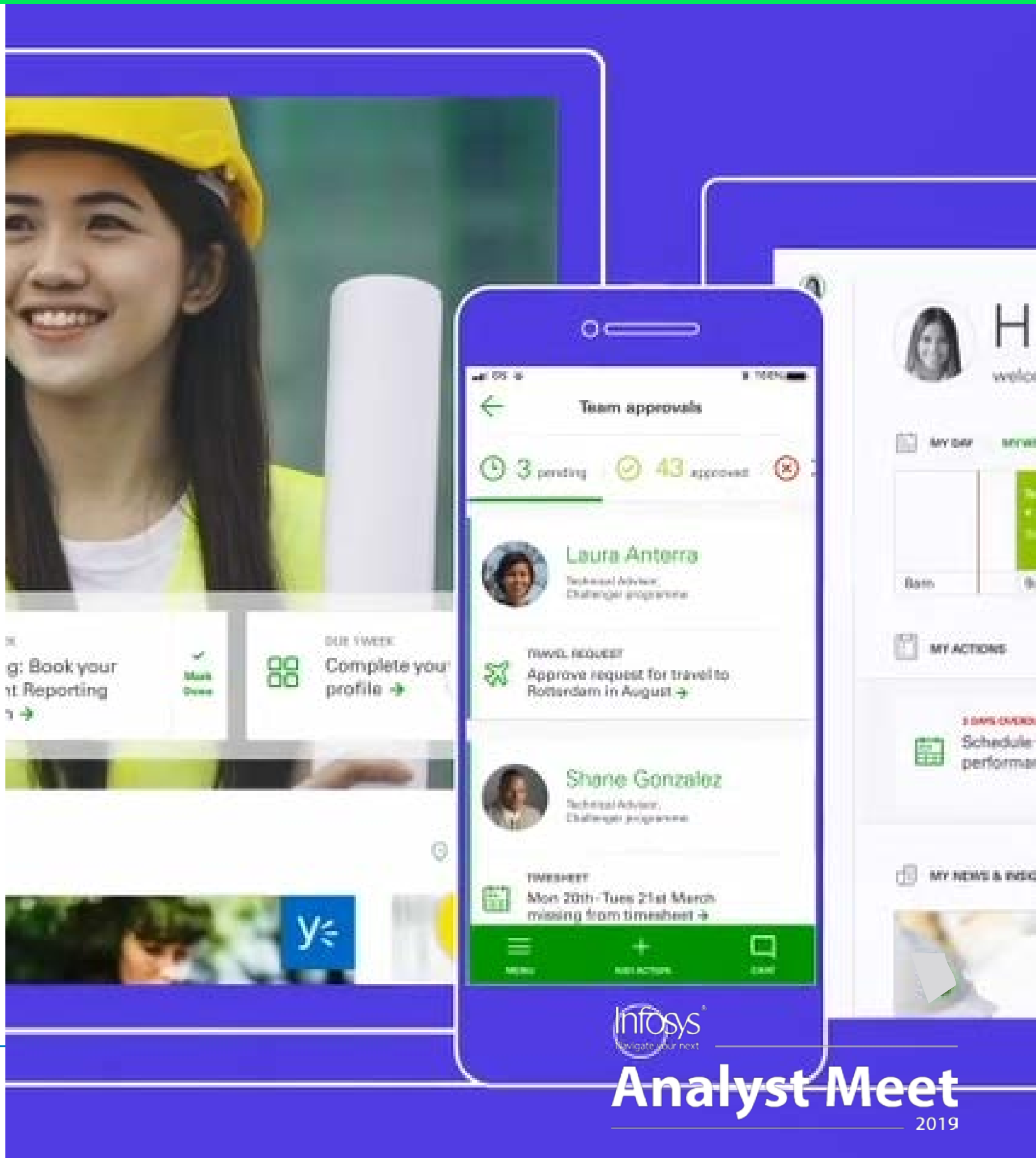
BUILDING LOYALTY FOR A GLOBAL APPAREL BRAND

Customized content.
Omni-channel experience.
Insider access to
exclusive merchandise.

INFOSYS HX CASE STUDIES

ENABLING NEXT GENERATION EMPLOYEE EXPERIENCES

Redesigned employee platform for a global workforce



LIVE ENTERPRISE

Infosys Analyst Meet 2019

INFOSYS HX CASE STUDIES

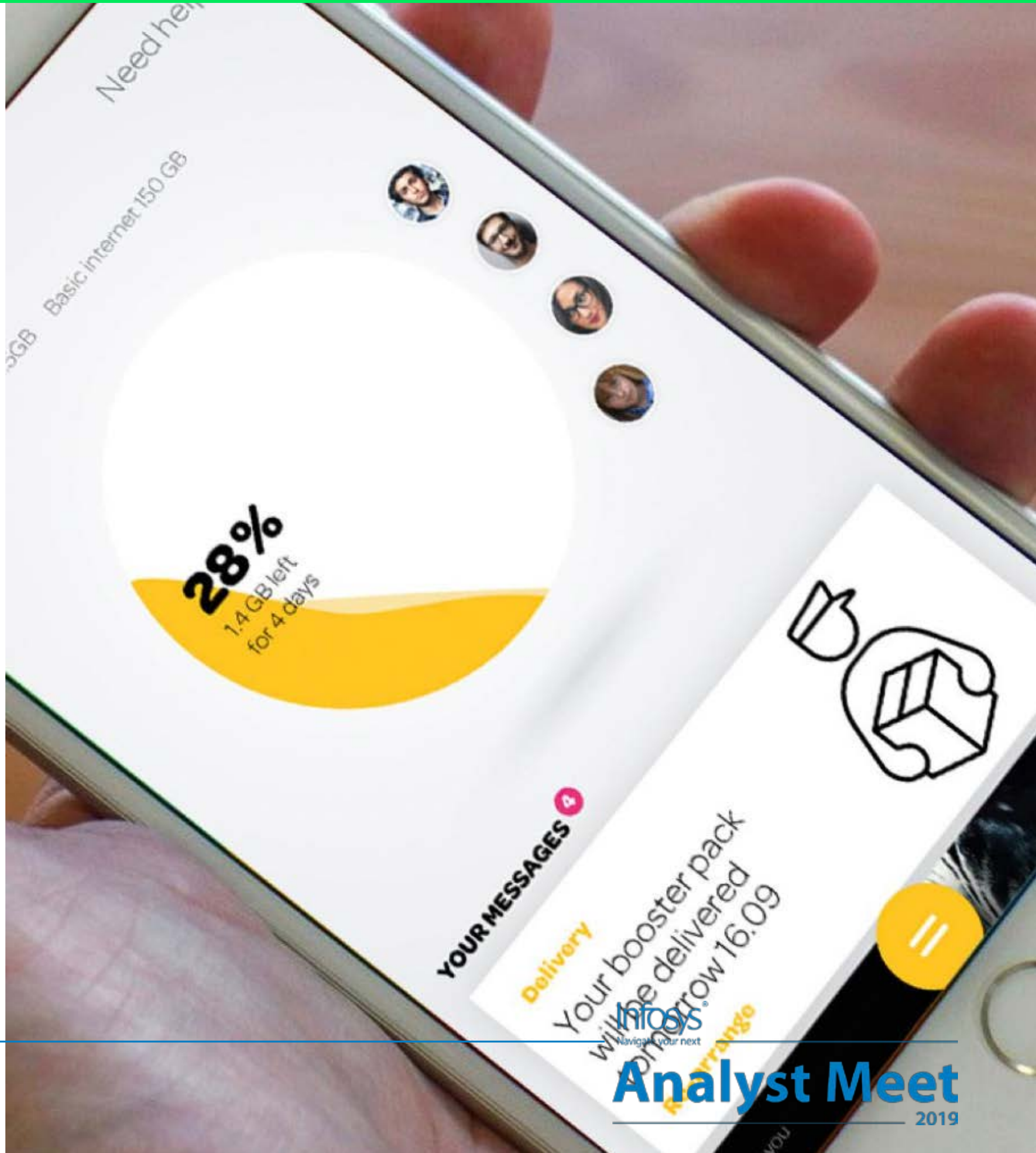
RESDESIGNING THE BANK BRANCH EXPERIENCE

> "This really shifts our POV on how to plan for spaces… a defining moment for our organization."

EVP, HEAD OF RETAIL NETWORK TRANSFORMATION

PUTTING CONTROL IN THE CUSTOMER'S HAND

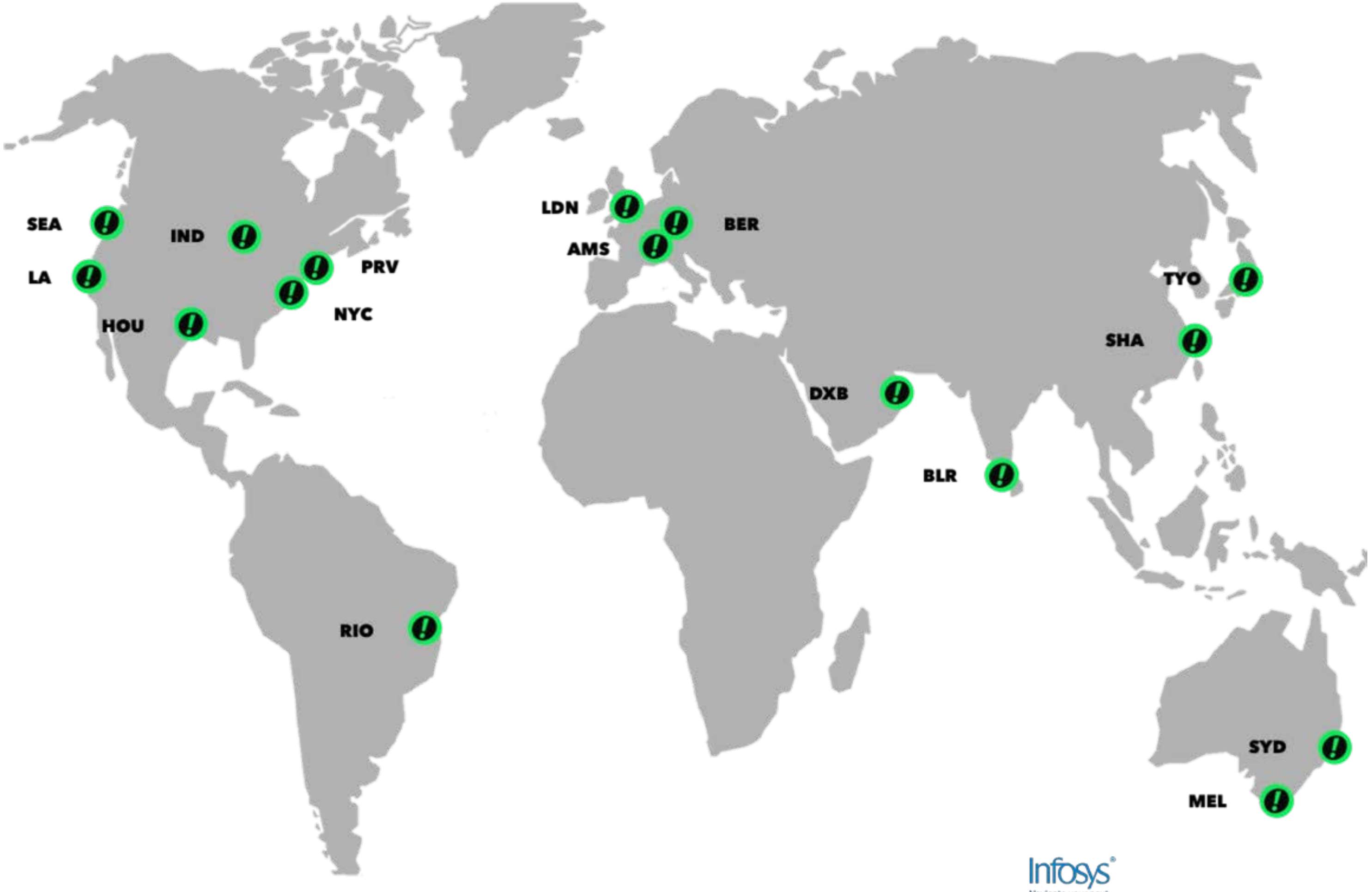
A unified, mobile view of data and entertainment



EXPERIENCE: DRIVING GROWTH AND ADDING SCALE

GROWTH & SCALE

Onshore + Offshore Network
Expanded Talent Pipelines
Experience As Managed Service



NEW BUYERS AND AUDIENCES FOR INFOSYS

STRATEGIC INITIATIVES

C+C AWARD

ANA
Leading the Marketing Community

CANNES LIONS
INTERNATIONAL FESTIVAL OF CREATIVITY

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Navigate your next

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2019

Insights

Karmesh Vaswani

November 6, 2019

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Enterprise Data is GROWING ....

40 ZB (2019) → **175 ZB (2025)**

(1 Zettabyte -> 1024 exabytes -> 1024 petabytes -> 1024 terabytes)

35% growth global data / year ; **vs. 5%** in global IT spends

Across Industries, **450+ Billion** B2B and B2C transactions /day

Big Data via Cloud is growing **7.5 times** faster than **on Premise**

….Demand for ACTIONABLE INSIGHTS is growing….
exponentially across all INDUSTRIES

Enabling INSIGHTS & DATA led Economic Revolution

DATA & INSIGHTS Economy

NEW DEMAND

SPEED, SCALE, EFFICIENCY & GOVERNANCE

INSIGHTS DRIVEN INDUSTRY DISRUPTIONS

NEW DIGITAL ROADMAP

AUGMENTED BY TECHNOLOGY EVOLUTIONS

MULTIPLIERS:

- **Time-Value**
- **Data to knowledge**
- **New dictionary** Semantics
- **AI** the eyes and ears
- **Automation** the digital operator
- **Open, Portability** the life blood
- **Ethics, Privacy, Security** Integrity

Case 1 – Co-Creation of a Cloud Agnostic ‘Data, Insights & new Digital’ platform with one of the top 10 Global Retail Bank

Data & Insights economy

Being Transformed With

PLATFORM ‘X’

750+ PB

400+ Commercial Software’s

1000+ batch and real time processes

Automate Data Lifecycle & Lineage

Cloud Agnostic & Contestible Migration paths

Open Source & ‘Demising’ **expensive** COTS

Data Telemetry @ Ultra low latency

Upto X/50

on Cost , Effort & Time

Agile delivery for Analytics, Reporting & Applications

Google Cloud Platform

Azure

aws

Case 1 - New Digital Capabilities being enabled and Illustrative scale of Benefits

Category	From	To
Global Liquidity Tracking & Reporting	16 hrs	<45 mins
Migration Time for typical PB load from multiple sources	5-6 weeks	<2 days
Analytics Capacity for 1 PB load (representative profile)	300 VMs* @ 10 MUSD over 5 yrs.	<2 days
Third party Commercial Tools (Nos. & Value)	400+ costing 70 MUSD p.a.	Serverless, @ 2 MUSD over 5 yrs

Case 2 - 'Insights' led Consumer Experience transformation and Channel Performance disruption for a USD 25+ Bln Lifestyle/ Fashion company

FROM (2017)

Single Consumer View (SCV) **fragmented** across multiple platforms and sources

- 1 BUSD digital sales (<5%) in 2017
- App. 50M registered users
- 65 USD average order value
- <10% repeat buyer rate

TO (2019)

Precision Marketing – Segment of ONE. **Unified** Single Consumer View (SCV)

- 3 BUSD (10%+) online in 2019
- >120M registered users
- 130 USD average order value
- >35% repeat buyer rate

Case 2 - Speed, Scale, Efficiency and comprehensive Governance around the Single Consumer View to enable better Marketing ROI

Activities

All activities and interactions are enabled for a digital data footprint creation

- Sign up for campaign
- Digital Offers, Newsletter #1
- Visit to website
- Facebook Instagram Twitter
- Digital Offer, Newsletter #2 incl. product launch
- Visit to website
- Mobile App

3 months

Database

Multi dimensional insights every time consumer moves forward in the program or interacts in any way.

Details
- Name
- E-mail
- City, Country, etc.

Initial interests
- Clicks
- Competition Brands

Interactions
- Views
- Participation
- Downloads

Engagement
- Likes
- Shares
- Comments

Extended interests
- Clicks
- Polls

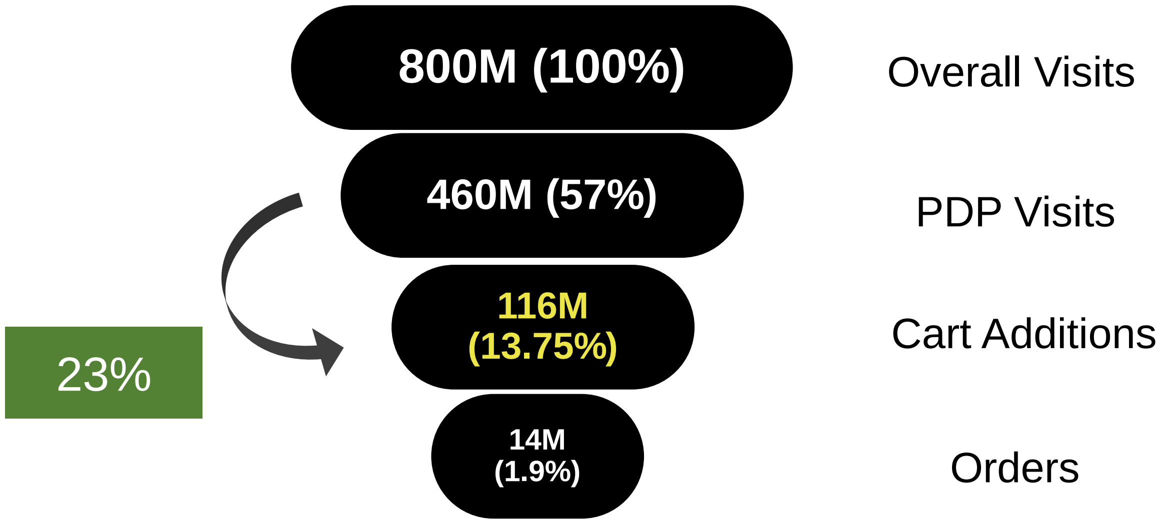
Interactions
- Views
- Purchase

Interactions
- Views
- Participation
- Downloads

3 months

120M Consumers
Upto **5000** attributes per consumer being mined into insights

Case 2 - New Demand created by targeting micro consumer segments at 'n=1' with personalised, immersive digital experiences…

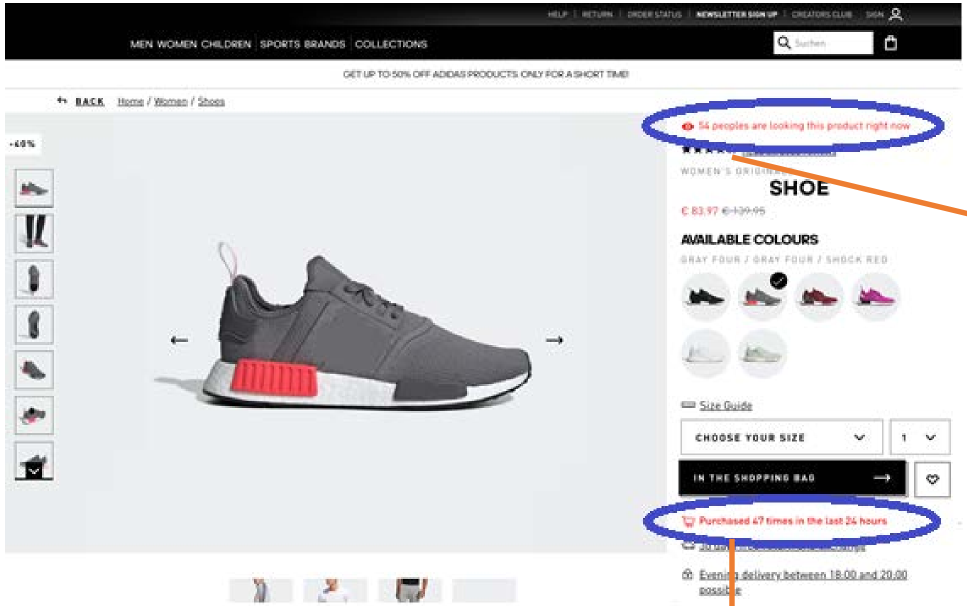


H1 ' 2019

An increase of 2% in the PDP (Product Description Page) conversion (to 25%) will result in a revenue upside of app. 120MUSD yearly

Case 2 - New Demand created by targeting micro consumer segments at ‘n=1’ with personalised digital experiences…

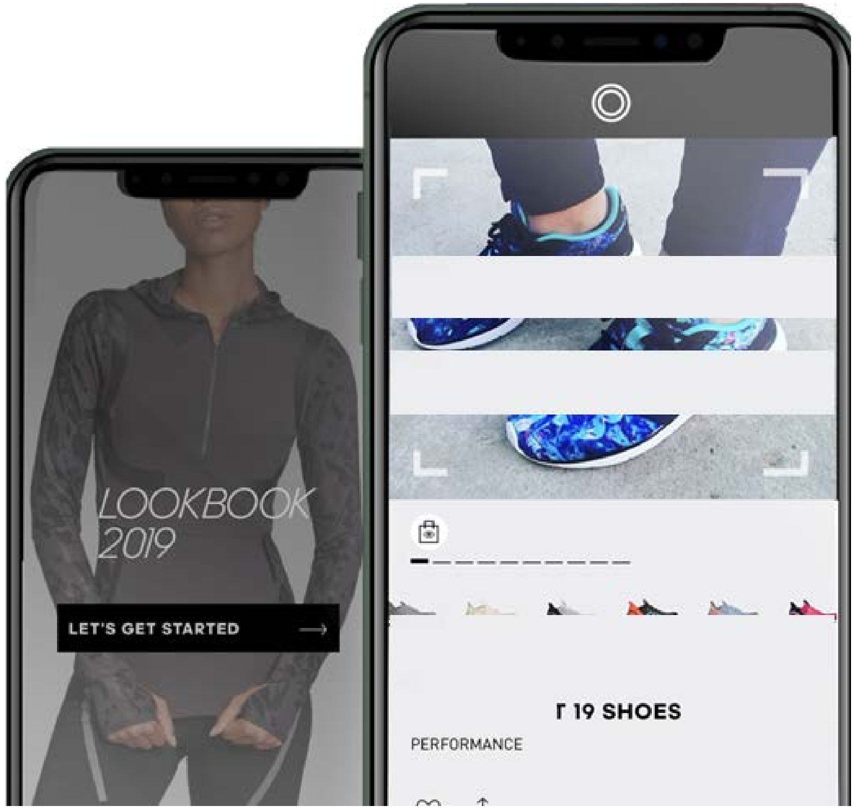
Trend Followers



Number of people currently viewing the product

Number of times purchased in last 24 hours

Trend Setters



Strong profitable growth headroom in the Data & Insights Economy

20+
Industries

500
Clients

24000+
Professionals

1000+
Data Scientists

LIVE ENTERPRISE

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Navigate your next

Analyst Meet

2019

Accelerate

Ravi Kumar

November 6, 2019

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Clients are looking to Scale Cloud for driving the digital transformation Journey

- Data Center consolidation
- Application landscape rationalization
- ERP Modernization
- Adopt industry vertical solutions (full-stack)

Rejuvenate the Core

Cost take-out, reduce technology debt

Invest in the Future

Generate value, scale business

- Containers, Microservices, and APIs
- Data Monetization
- Customized Customer Experience
- Technology driven business innovation
- AI/ML driven self-service and self-healing operations

Mindset Change

- Siloed to Interdisciplinary Collaboration
- Shift to Data based Decision Making
- Risk averse to Agile, experimental & Immersive

Our POV on the Cloud Spend

Global Cloud market is poised to grow ~21% CAGR over the next few years

For every $100 M of Cloud Spend the ecosystem potential is $325M in revenue

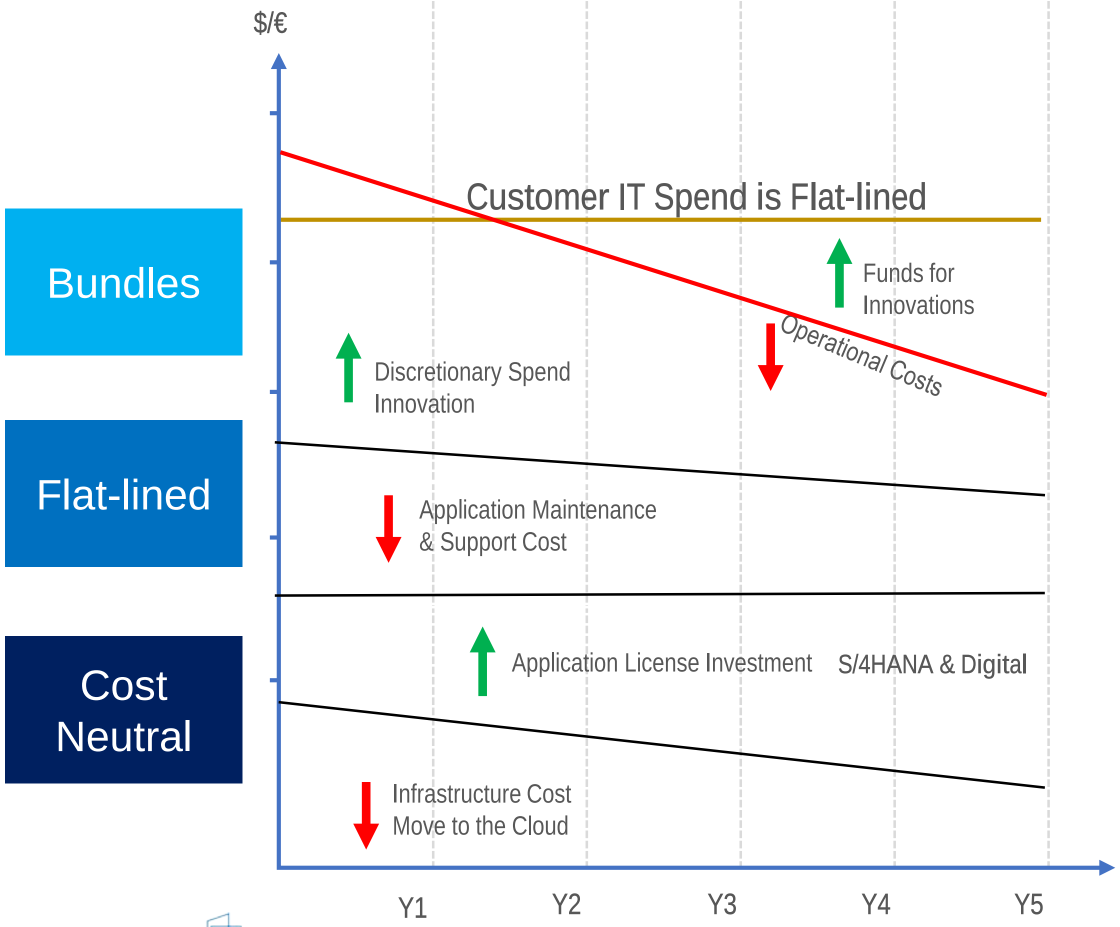
- Cloud Migration
- Cloud Transformation
- SaaS
- IaaS
- Operations
- AI & Automation
- Data & Analytics
- Industry Solutions

- Global cloud market is valued at $207.8 B in 2018 and is estimated to reach at $445.7 B in 2022
- Growth rate by 2022 - Private cloud 41.4%; Public Cloud 16.0%
- 81% of enterprises have a multi-cloud strategy

Source: Gartner, IDC, IKI and Others

Our POV on the S/4 HANA and SAP Cloud Platform Spend

SAP platform spend is likely to be ~ $190B over the next 5 years



- Reimagine business processes with AI & Automation
- Industry focused 'Intelligent Enterprise' Blueprints
- Personalize User experience across Channels
- Empower with Real time steer across the value chain

Source: Gartner, IDC, IKI and Others

Big Opportunity for System Integrators like Infosys

To be the primary orchestrator of the Cloud transformation for our clients

- Flatlining Costs
- Take Over of Client Estates
- Innovative Deal Constructs
- Transforming Workloads & Poly Cloud Capabilities
- Talent Transformation
- Innovation Infra on the Cloud

Our endeavor is to help our clients optimize operational cost structures and transform enterprise workloads

Our Cloud Ecosystem

3x Potential between Cloud Consumption and Services

CLOUD FIRST TRANSFORMATION

Across our estate of ~800 global relationships

SECURITY
Cloud Centric Design

WORKLOADS
More Transformation and less of 'Lift & Shift'

STRATEGIC PARTNERSHIPS
Hyper Scalers | SAP | Oracle | SFDC | Startups

INFRASTRUCTURE AS A SERVICE
Public | Private | Hybrid

SOFTWARE AS A SERVICE
Modernize & Transform Legacy Applications
Custom | Enterprise | Open Source

PLATFORM AS A SERVICE
Infosys Poly Cloud Platform | Best of Breed

API MICROSERVICES
Cloud Native Microservices Architecture

Over the next 3 years, the shift to more transformation work will drive the growth

Infosys Poly Cloud - Our Journey

In order to walk the talk, we transformed ourselvezs into a Poly Cloud environment

Infosys Poly Cloud Platform

- Open Source
- Truly Interoperable
- Security, Compliance & Governance
- All 'Cloud Management Platform' Features
- SMART Catalog

Our own journey has enabled us to offer the Infosys Poly Cloud as a platform to our clients

Our IP and Assets

Workload Management Solution Suite
Transformation Accelerators

Infosys ESM Café
60+ AI powered apps on top of SNOW

Infosys Poly Cloud Platform
Open Source Platform with built in Telemetry & Graph

Infosys Intelligent Enterprise
AI/ML, IoT, Blockchain Apps on SAP Cloud

Cloud Service Assurance Suite
Real time visibility into Network, Compute & Storage

Infosys Microservices Platform
Auto generation of Microservices code

Infrastructure Management Suite
Hybrid Cloud Monitoring & Analytics platform

HANA CMO
Code analysis, migration and remediation tool

Analyst Feedback

38 Cloud Ratings in last 6 quarters

- 20 'Leader' Ratings
- 11 'Strong Performer' Ratings
- Cloud Advisory | Enterprise Cloud | S4 HANA | SaaS | Microservices | Modernization | Oracle Cloud

Winner of the "Microsoft 2019 Global Alliance SI Partner of the Year" award

Digital procurement platform for a Global Auto Major

KEY CHALLENGES

Legacy Landscape
25 year old mainframe based system incapable of scaling for high performance

High Cost of Operations
Constraining business changes

Siloed ways of working
Disconnected Engineering, sourcing, procurement, and controlling

New cloud based Procurement System leveraging S4 HANA and Microsoft Azure

BUSINESS OUTCOME

Higher Buyer Productivity
Complex sourcing tasks made simpler

Operational Efficiency
AI leveraged overhead effort elimination.
Significant reduction in Operations cost

Reduced lead times
Extreme automation reducing time from demand to delivery

Agility in business
1B Euros volume reached, exponential adoption towards 100B

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