INVESTOR

PRESENTATION

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SAFE HARBOR

Certain statements in this presentation concerning our future growth prospects, our future financial or operating performance, and the McCamish cybersecurity incident 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 or outcomes 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 the execution of our business strategy, increased competition for talent, our ability to attract and retain personnel, increase in wages, investments to reskill our employees, our ability to effectively implement a hybrid working model, economic uncertainties and geo-political situations, technological disruptions and innovations such as Generative AI, the complex and evolving regulatory landscape including immigration regulation changes, our ESG vision, our capital allocation policy and expectations concerning our market position, future operations, margins, profitability, liquidity, capital resources, our corporate actions including acquisitions, the outcome of pending litigation, the amount of any additional costs resulting directly or indirectly from the McCamish cybersecurity incident, and the outcome of the government investigation. Important factors that may cause actual results or outcomes to differ from those implied by the forward-looking statements are discussed in more detail in our US Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2025. 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.

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COMPANY OVERVIEW

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ABOUT INFOSYS

STRONG REVENUE GROWTH
5-year FY25 CAGR at 8.6%
Doubled $100M+ clients since FY18
US$19.5 bn LTM Q1 FY26 Revenue

Return on Equity (ROE)
30.4%

OPERATING PROFIT / MARGIN
US$4.1 bn LTM Q1 FY26
Margin at 21.1% LTM

STRATEGIC CLIENT RELATIONSHIPS
Digital partner-of-choice for clients

MARKET CAP
US$77 bn*

STRONG AND DEBT FREE BALANCE SHEET
Consolidated cash & investments
US$5.3 bn

EMPLOYEES
323K+ with
39% women

FREE CASH FLOW
US$3.9 bn LTM Q1 FY26

Data as of Q1 FY26

5   * Market Cap on 30-Jun-2025

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We are a
GLOBAL COMPANY...

A global company

with presence in **55+** countries

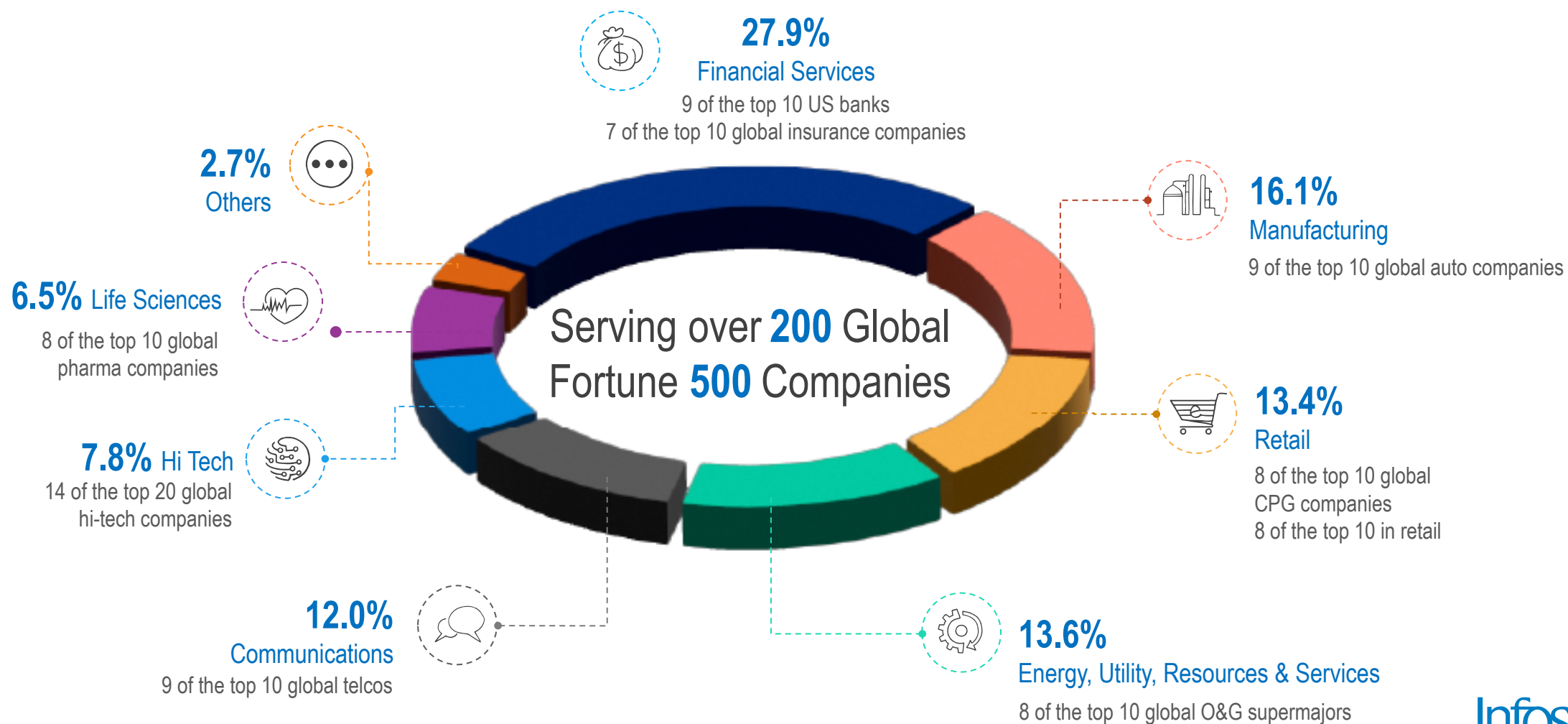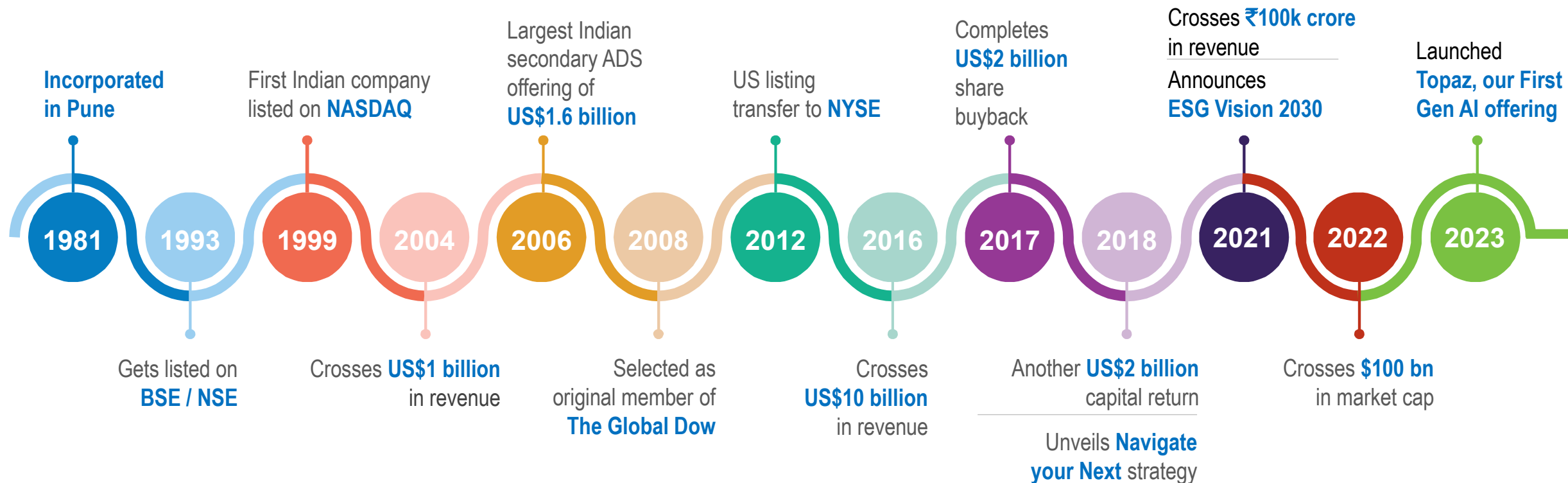|	
North America	56.5%
Europe	31.5%
Rest of World	9.1%
India	2.9%
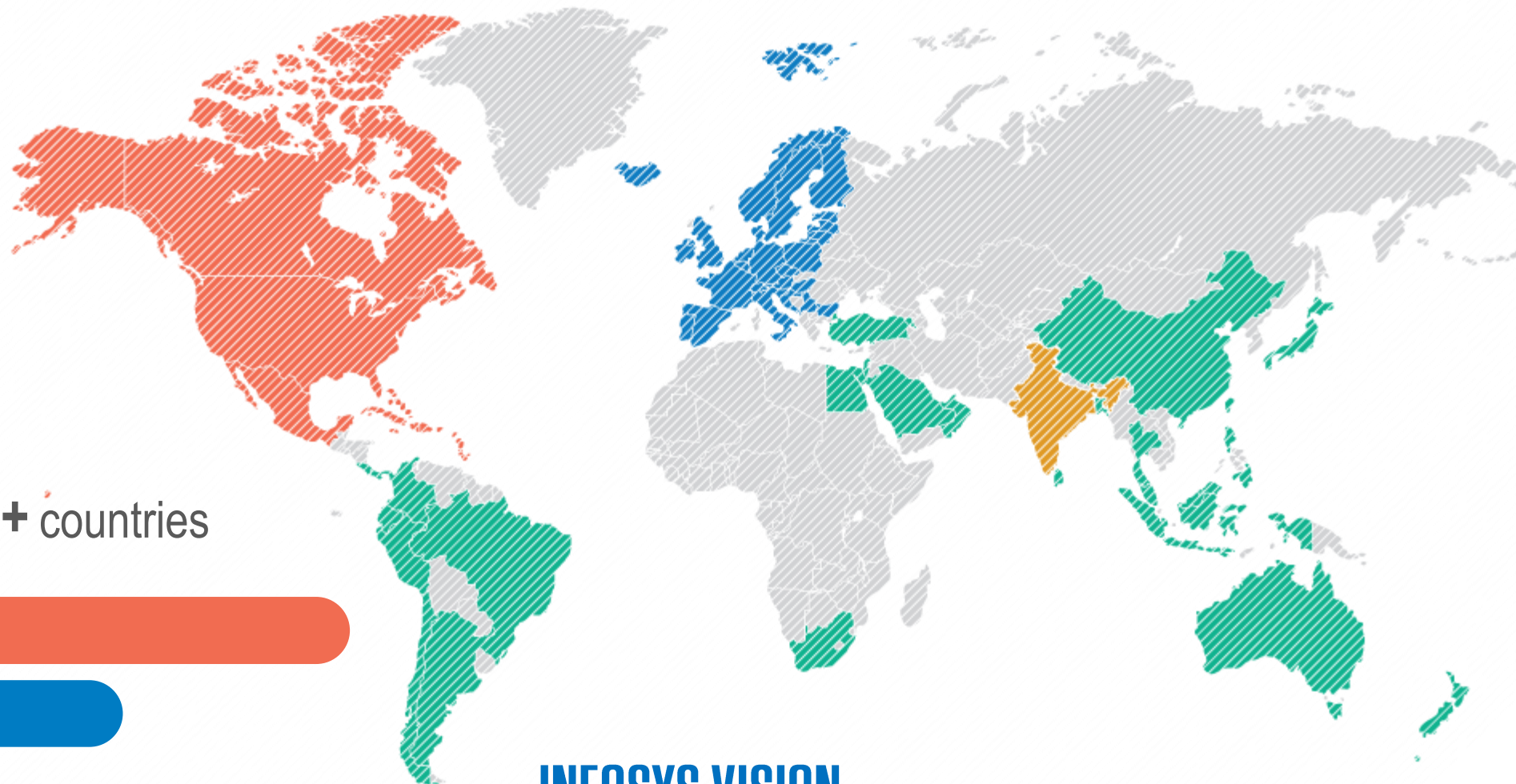
INFOSYS VISION

To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people

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Segment data for Q1 FY26

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...DEEPLY INTEGRATED
with the global economy and market leaders

27.9%
Financial Services
9 of the top 10 US banks
7 of the top 10 global insurance companies

2.7%
Others

16.1%
Manufacturing
9 of the top 10 global auto companies

6.5% Life Sciences
8 of the top 10 global pharma companies

Serving over **200** Global Fortune **500** Companies

13.4%
Retail
8 of the top 10 global CPG companies
8 of the top 10 in retail

7.8% Hi Tech
14 of the top 20 global hi-tech companies

12.0%
Communications
9 of the top 10 global telcos

13.6%
Energy, Utility, Resources & Services
8 of the top 10 global O&G supermajors

Segment data for Q1 FY26

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We are a pioneering company with
MANY FIRSTS

Incorporated in Pune — 1981

Gets listed on **BSE / NSE** — 1993

First Indian company listed on **NASDAQ** — 1999

Crosses **US$1 billion** in revenue — 2004

Largest Indian secondary ADS offering of **US$1.6 billion** — 2006

Selected as original member of **The Global Dow** — 2008

US listing transfer to **NYSE** — 2012

Crosses **US$10 billion** in revenue — 2016

Completes **US$2 billion** share buyback — 2017

Another **US$2 billion** capital return / Unveils **Navigate your Next** strategy — 2018

Crosses ₹**100k crore** in revenue / Announces **ESG Vision 2030** — 2021

Crosses **$100 bn** in market cap — 2022

Launched **Topaz, our First Gen AI offering** — 2023

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BENCHMARK

Guided by our **stakeholders**

CLIENTS
- Business Value
- Innovation

EMPLOYEES
- Career Opportunities
- Health and Safety
- Learning and development

COMMUNITY
- Access to Healthcare
- Access to Education
- Improving Livelihoods

GOVERNMENT/ REGULATORY BODIES
- Good Governance
- Compliance

SUPPLIERS AND ALLIANCE PARTNERS
- Long-Term Partnership
- ESG Enabled Businesses

INVESTORS
- Sustainable Performance
- Stability
- Reputation

78%
Independent directors

87%
Public shareholding

~11%
ADR float

22%
Women Board members

Professional
Management Team

Listed at
BSE, NSE and NYSE

History of firsts for an Indian company

To introduce ESOPs

To voluntarily adopt US GAAP and IFRS reporting and comply with SOX

To publish quarterly audited financials

To be listed on NASDAQ

To facilitate ADR participation in Indian share buyback

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JOURNEY SO FAR
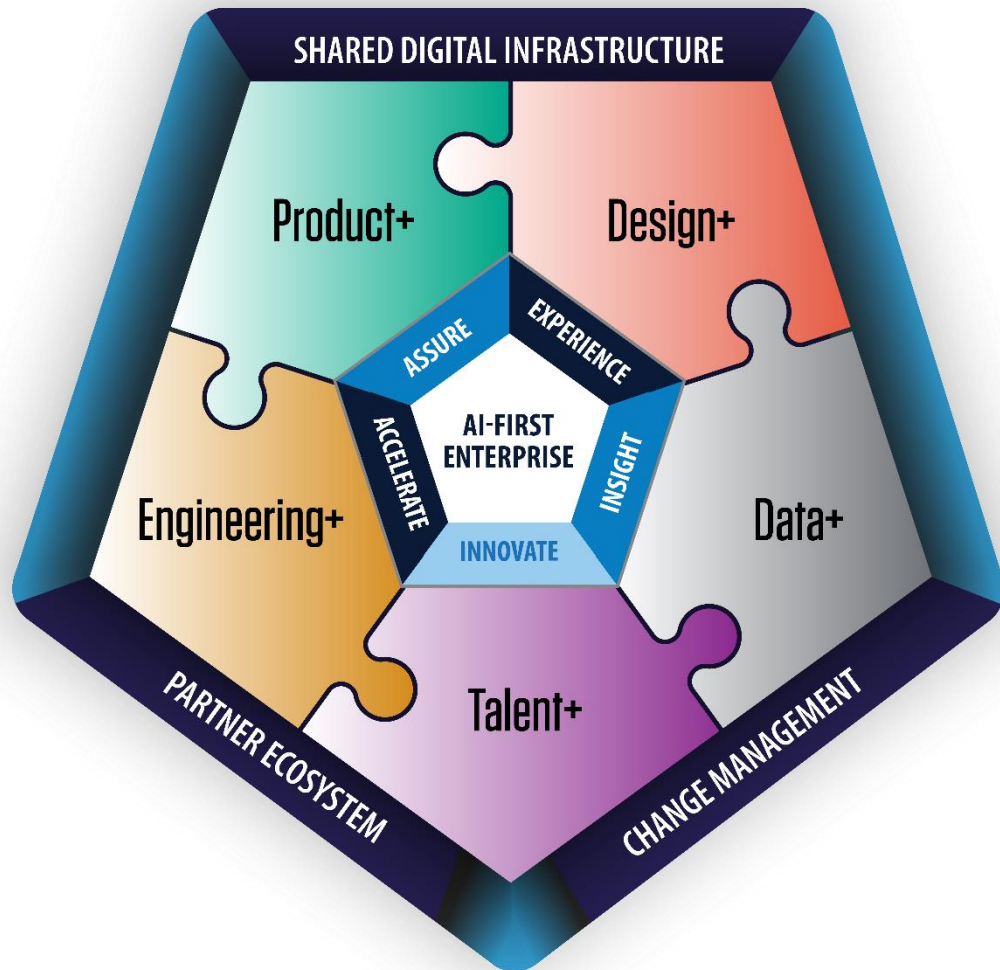
58 "Digital Leader"
ratings across offerings of Digital Pentagon by industry analysts in **FY25**
(**24** in FY18)

- Significant market share gain
- Doubled $100M+ accounts since 2018
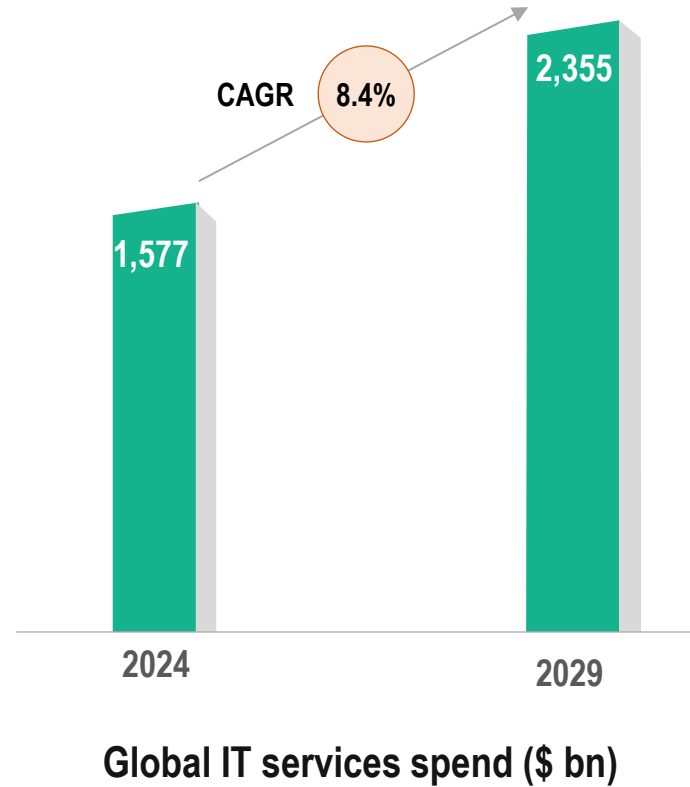- FY25 large deal wins of $11.6 bn, 56% net new

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BUILDING BLOCKS
to create Shareholder Value

Strong Corporate Governance

Shareholder Value Creation

Progressive capital allocation policy

Strong financial and operating parameters

Corporate Social Responsibility

Sustainability

Scale Cloud Business

Continue intensity in Digital

Next generation seeding

Gen AI, Automation, Modernization

People Care and Development

Comprehensive and client centric strategy

Large and growing market

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INDUSTRY CONTEXT AND INFOSYS

Large and growing
MARKET

CAGR **8.4%**

1,577
2024

2,355
2029

Global IT services spend ($ bn)

We are a leading player in an industry projected to grow at high single digits

Source: *Gartner – Enterprise IT Spending by Vertical Industry Market Worldwide, 2024-2029*

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We are implementing our strategy in a context that is witnessing

FUNDAMENTAL TRANSFORMATION

1 — The technology-led transformation of our clients' businesses is creating **new demand**, but also **new competitors**

2 — Traditional IT services are **rapidly getting commoditized**

3 — The rising but disruptive **promise of AI and automation**

4 — The **demand for quality talent** in new areas is rising globally, increasing costs for hiring, retaining and reskilling
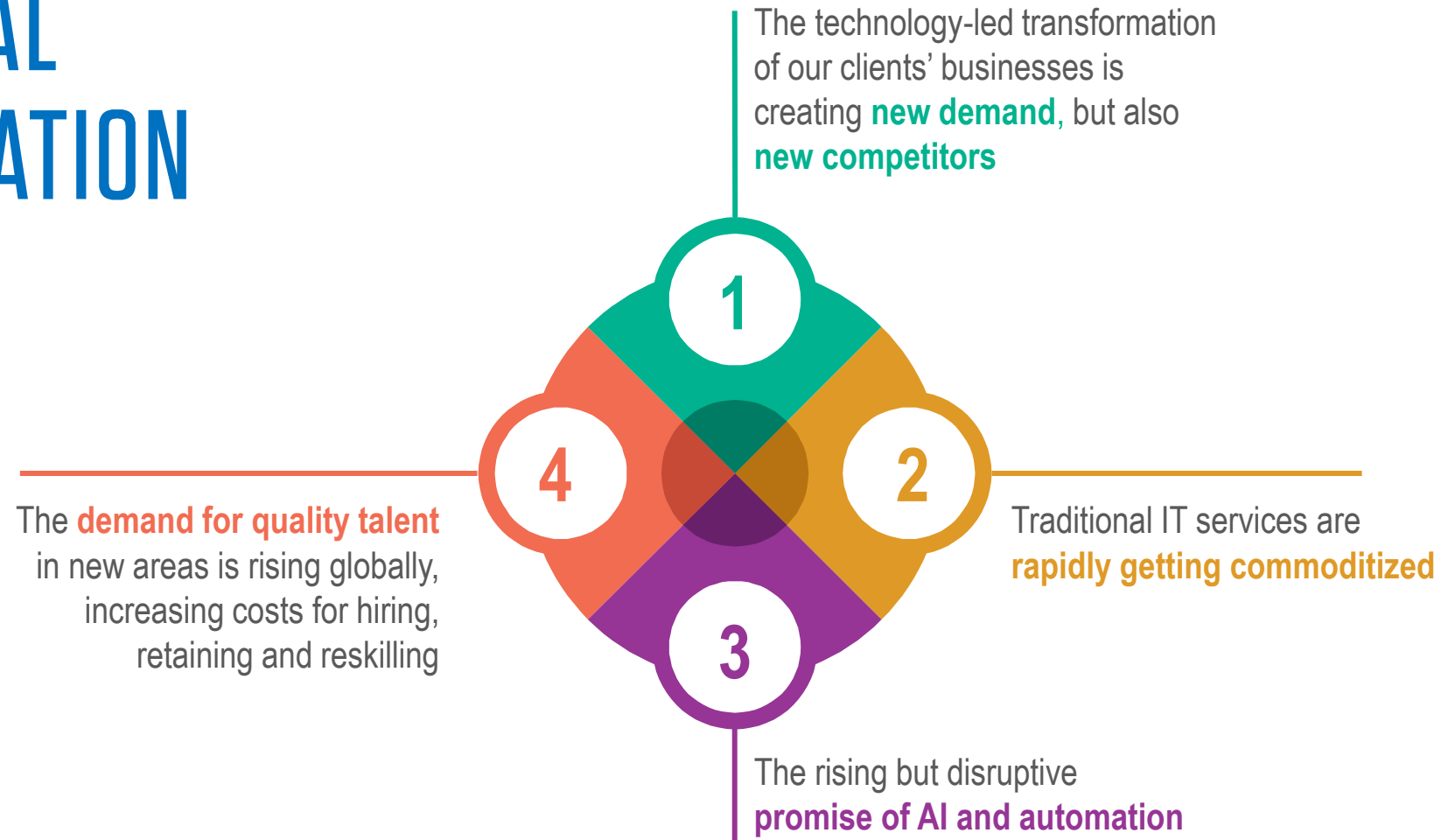
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VALUE PROPOSITION

Global IT services business model

- Growing market for organization wide technology transformations
- Geographic spread
- Industry and client diversification
- Multi-currency order book
- Limited-energy dependence and low environmental footprint
- Asset light operations

Infosys Advantage+

- Global scale operator with focus on Digital
- Deep and lasting client relationships
- Integrated and broad suite of service and solutions
- Innovation ecosystem coupled with partnerships and alliances
- Investments in new service and technology offerings
- Localization strategy across geographies
- Rapid reskilling and refactoring of workforce
- Liquid and debt free balance sheet with strong cash flows
- Predictable and well-articulated capital allocation policy
- Responsible M&A aligned to business strategy
- Strong governance credentials with wide shareholder base, independent board and US listing

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CLIENT CENTRIC STRATEGY

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STRATEGIC ELEMENTS

Continued focus on client relevance and execution

Scale cloud business	Continue intensity in Digital	Next generation seeding	Gen AI, automation, modernization	People care and development
Cloud advisory, data on cloud, cloud security, SaaS, PaaS, IaaS and private cloud	Expanding capabilities to support client in their digital transformation journeys	Investment in digital natives, new geos and new tech areas	To be a navigator for our clients as they ideate, plan and execute their advanced automation journeys	Strengthening our human capital & employee value proposition for the newer contexts of work
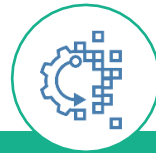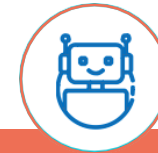
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SCALE CLOUD BUSINESS

Infosys cobalt

Market leading capabilities: Proprietary Tools and Offerings

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

Key Highlights

Infosys recognized as Leader in

- The Forrester Wave™: Application Modernization and Multicloud Managed Services, Q1 2025

- IDC MarketScape: EMEA Industry Cloud Professional Services 2024-2025 Vendor Assessment

- ISG Advanced Analytics and AI Services 2024 Provider lens™ study in US and Europe

- Microsoft Azure Services PEAK Matrix® Assessment 2024 by Everest Group

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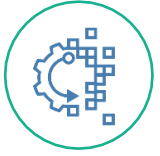
CONTINUE INTENSITY IN DIGITAL

Market leading capabilities: Proprietary Tools and Offerings

SHARED DIGITAL INFRASTRUCTURE

Product+

Design+

ASSURE EXPERIENCE

AI-FIRST ENTERPRISE

ACCELERATE INSIGHT

Engineering+

INNOVATE

Data+

PARTNER ECOSYSTEM

Talent+

CHANGE MANAGEMENT
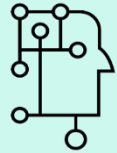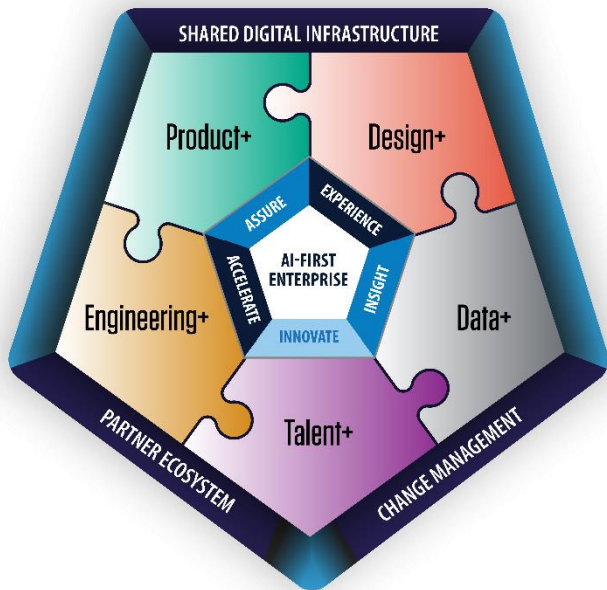
Data, analytics, AI

Enterprise tech

Digital engineering services

IoT

Cybersecurity

Experience

Key Highlights

Infosys recognized as Leader in

- Everest Group: Microsoft Modern Work Services PEAK Matrix® Assessment 2025

- HFS Horizons: The Best of Engineering Research and Development Service Providers, 2025

- Constellation Research: Constellation ShortList™ Cross-Platform Agentic AI

- The Forrester Wave™: Modern Application Development Services, Q1 2025

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NEXT GENERATION SEEDING

Digital Natives

Key Highlights

Investment in building strong partnerships with cloud hyperscalers and SaaS providers

Europe

Key Highlights

- **Second largest geography with ~30% revenue contribution; 5-year FY25 revenue CAGR at ~13%**

- **Expanded localization and talent development** in Europe

New Technologies

Key Offerings

- **Infosys Metaverse Foundry** fast-tracking virtual and augmented environments adoption

- **Infosys Center for Emerging Technology Solutions** incubating NextGen services

Sustainability

Key Recognitions

- Recognized as a leader in **ISG Sustainability and ESG 2024 Provider lens™ study in Australia, US and Europe**

- Honored with multiple awards at the **Asset ESG Corporate Awards** 2024

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GEN AI, 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

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PEOPLE CARE AND DEVELOPMENT

Faster and predictable career progression

- Accelerate career growth
- Skill based differential compensation
- Higher internal fulfilment

Enhanced employee engagement

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

Extensive re-skilling for all

- Digital, Cloud and Generative AI
- Full stack
- Certifications and skill-based recognition

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GENERATIVE AI - TOPAZ

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BUILDING AN AI FIRST ENTERPRISE

We have applied AI first to ourselves

AI is now a part of all our services

We are uniquely configured internally to address AI

Our platforms are AI augmented and connected

Our people are AI ready

Our Sales is AI driven

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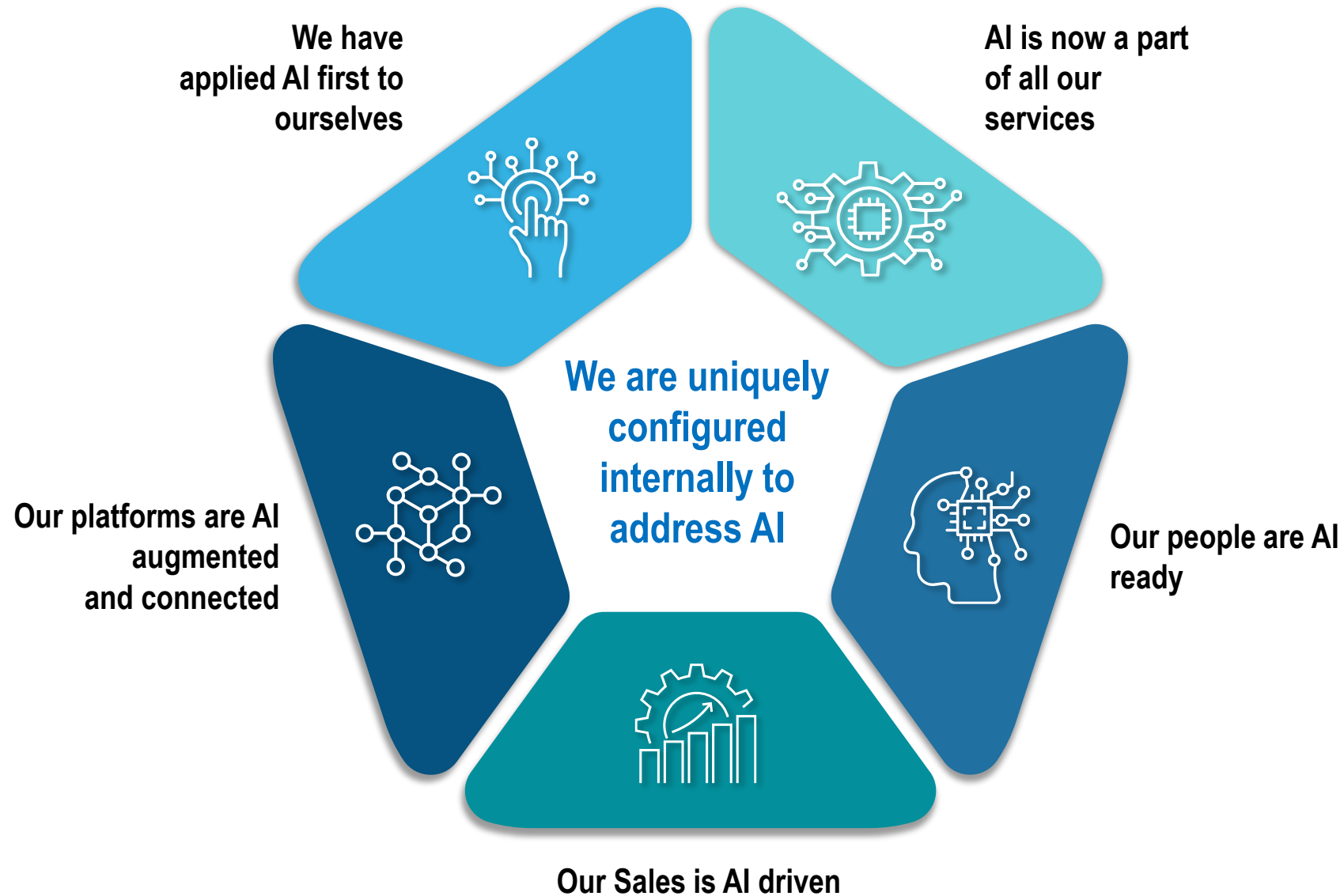
MARKET LEADERSHIP IN GENERATIVE AI

Digital First   **Cloud First**   **AI First**
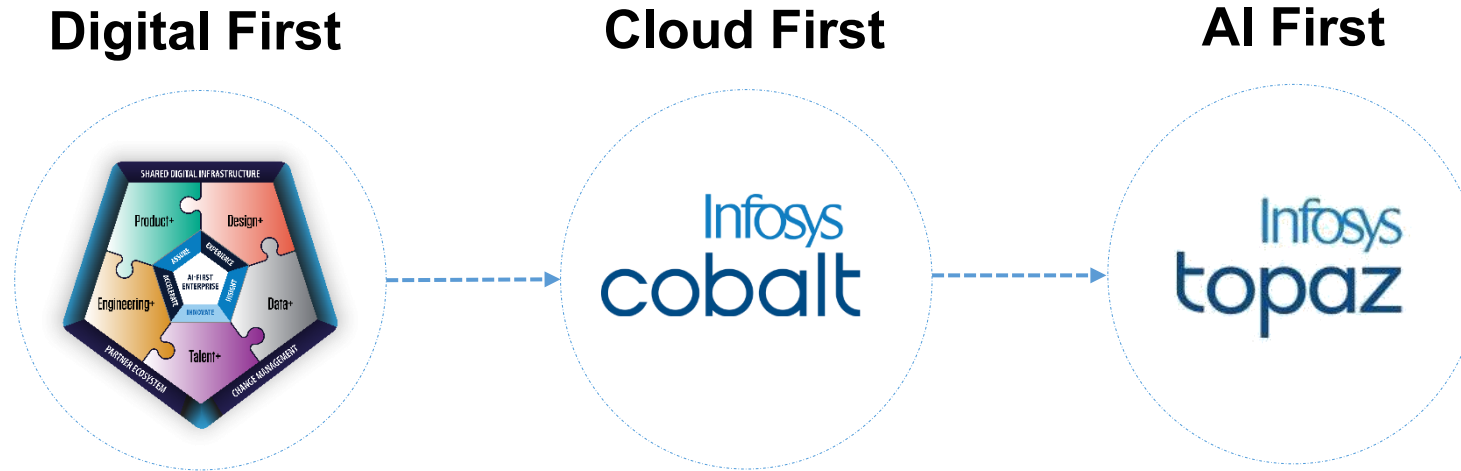
- 12,000+ AI assets; 150+ pre-trained AI models; 10+ platforms
- AI-first specialists and data strategists

- 'Responsible by design' approach
- Small language models built on proprietary datasets

- Our comprehensive AI offering including Generative AI to accelerate business value for global enterprises — Read More

- Infosys received ISO 42001:2023 Certification for Artificial Intelligence Management System — Read More

- While only 2% are ready, most companies expect productivity gains of 10-40% with Enterprise AI: Infosys Research — Read More

- Capitalizing on Growth: Why Financial Services Firms Need a Unified AI Strategy — Read More

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WE HAVE A ROBUST ECOSYSTEM OF PARTNERS FOR AI

AIOps
dynatrace · splunk> · APPDYNAMICS · elastic · servicenow · bmc · BROADCOM · fiddler · Logic Monitor

Generative AI
OpenAI · runway · stability.ai · test.ai · talkmap Conversational Intelligence · soul machines · CODEGEN · synthesia · orq · DEEPBRAIN AI · Galileo · AIShield Powered by Bosch · Typeface · replit · aigo.ai · yellow.ai · Moveworks Instant help at work · gretel · wand · CX SCORE · aws · tabnine · kore.ai · Dolly · MOSTLY·AI · Jasper · skyflow · PROTECTO

AI Hyperscalers
Microsoft · aws · NVIDIA · snowflake · AMD · salesforce · ORACLE · ThoughtSpot. · SAP · databricks · intel · Meta · IBM · Google

AI Vision
lemnisk · stylum · invafresh · Truepic · FarEye · Tagalys · trigo · MOJRO · Vue.ai · Geek+ · ORBO · HYPERVSN · Dataloop · Motive.io · 3D BEAR

AI Startups
ThoughtSpot. · ideaForge Create. Inspire · Qπai Pro · invafresh · UNEEQ · Robocorp · ISBIT · Q→NU · 3D BEAR · BIGTHINX · Cape Privacy · nexthink · yellow.ai · fiddler · Vue.ai · Quintessence Labs · Toloka · uizard · KYNDI · Devron · TRIGO Global Quality Solutions · TidalScale Software-Defined Servers · whatfix · FarEye · KIXR · Truepic · QCWARE · WHOOP

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CONTINUE TO SCALE OUR AI WORK WITH TOPAZ

400 generative AI projects

10 million lines of code generated by AI last year

300 agents developed

30 agent AI engagements

20,000 employees using GitHub copilot for coding

Recognized as market leader by market analysts and advisors – leaders in 19 generative AI studies

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FINANCIAL PERFORMANCE

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Strong
FINANCIAL TRACK RECORD

Revenues ($ bn)
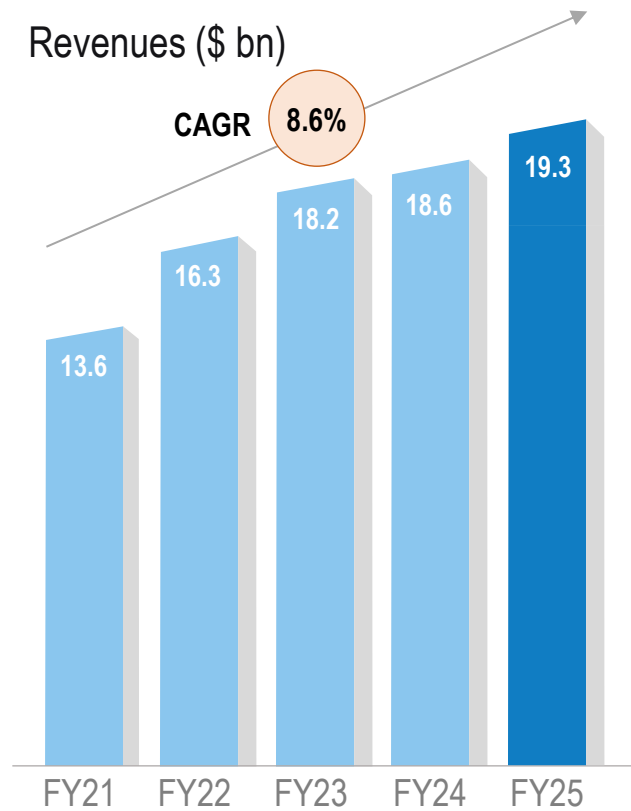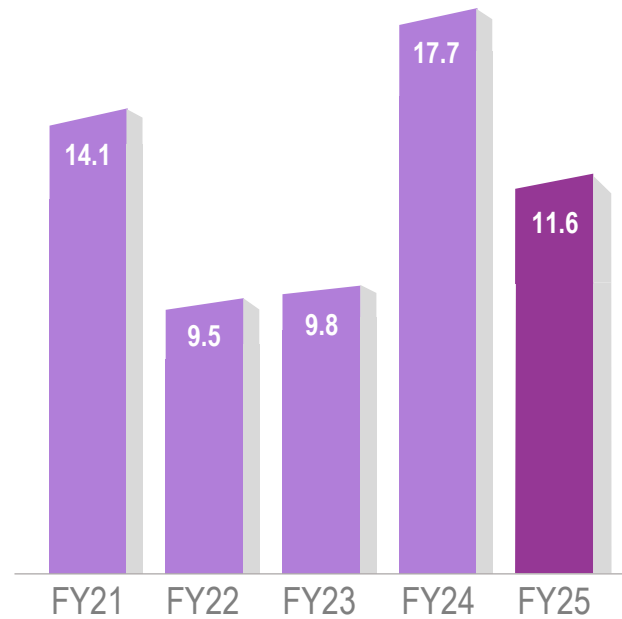
CAGR **8.6%**

- FY21: 13.6
- FY22: 16.3
- FY23: 18.2
- FY24: 18.6
- FY25: 19.3

Large Deal ($ bn)

- FY21: 14.1
- FY22: 9.5
- FY23: 9.8
- FY24: 17.7
- FY25: 11.6

Operating Profits ($ bn)

- FY 21: 3.3
- FY 22: 3.8
- FY 23: 3.8
- FY 24: 3.8
- FY 25: 4.1

Free Cash Flow ($ bn)

- FY 21: 3.0
- FY 22: 3.1
- FY 23: 2.5
- FY 24: 2.9
- FY 25: 4.1

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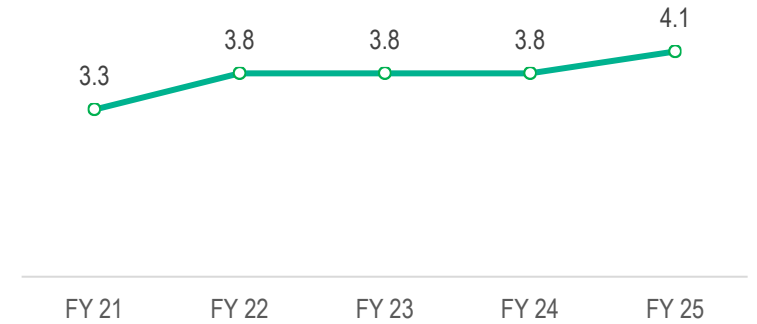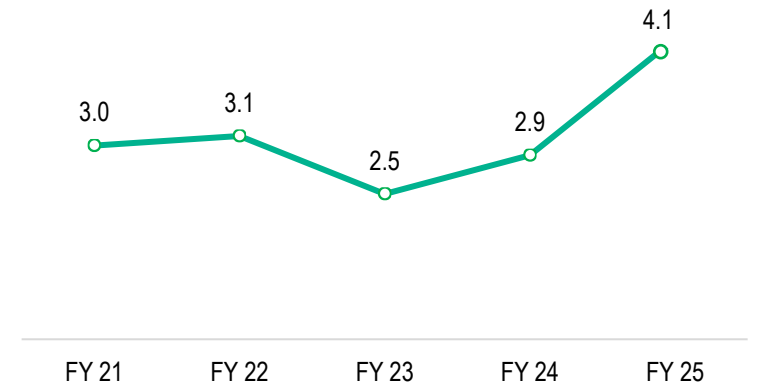
SHAREHOLDER VALUE CREATION

CAPITAL MANAGEMENT

METRIC	LONG-TERM OBJECTIVE	FY25
FREE CASH FLOW GENERATION	Maximize long-term growth of free cash flow conversion	129% of Net income
CAPITAL EXPENDITURE	Invest to support new technology infrastructure development and drive organic growth.	1.4% of revenue
CASH RETURN	Return ~85% of free cash flow cumulatively over 5 years in the form of dividends and buybacks over FY25-FY29	85% of free cash flows cumulatively over 5 years
DIVIDENDS	Expects to progressively increase its annual Dividend Per Share (excluding special dividend if any) over FY25-FY29	$ 2.1 bn

*   *Key peers referred in the Infosys Expanded Stock Ownership Program 2019*

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STRUCTURED APPROACH

to creating investor value

1 Growth with strategic investments

Scale Agile Digital with key investments

Go-to-market

localization

capabilities

2 Inorganic moves aligned to strategy

Invest in inorganic moves to expand client relevance

Acquisitions

Joint Ventures

3 Progressive capital allocation

Returned 85% of free cash flows cumulatively over a 5-year period (FY20-FY24)

Expects to return

~85% Free cash flow

cumulatively over FY25 - FY29

Expects to progressively increase its annual Dividend Per Share (excluding special dividend if any)

Infosys Compaz is JV with Temasek

Hipus is JV with Hitachi, Panasonic, Pasona and Mitsubishi

Stater is JV with ABN AMRO

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CAPITAL ALLOCATION
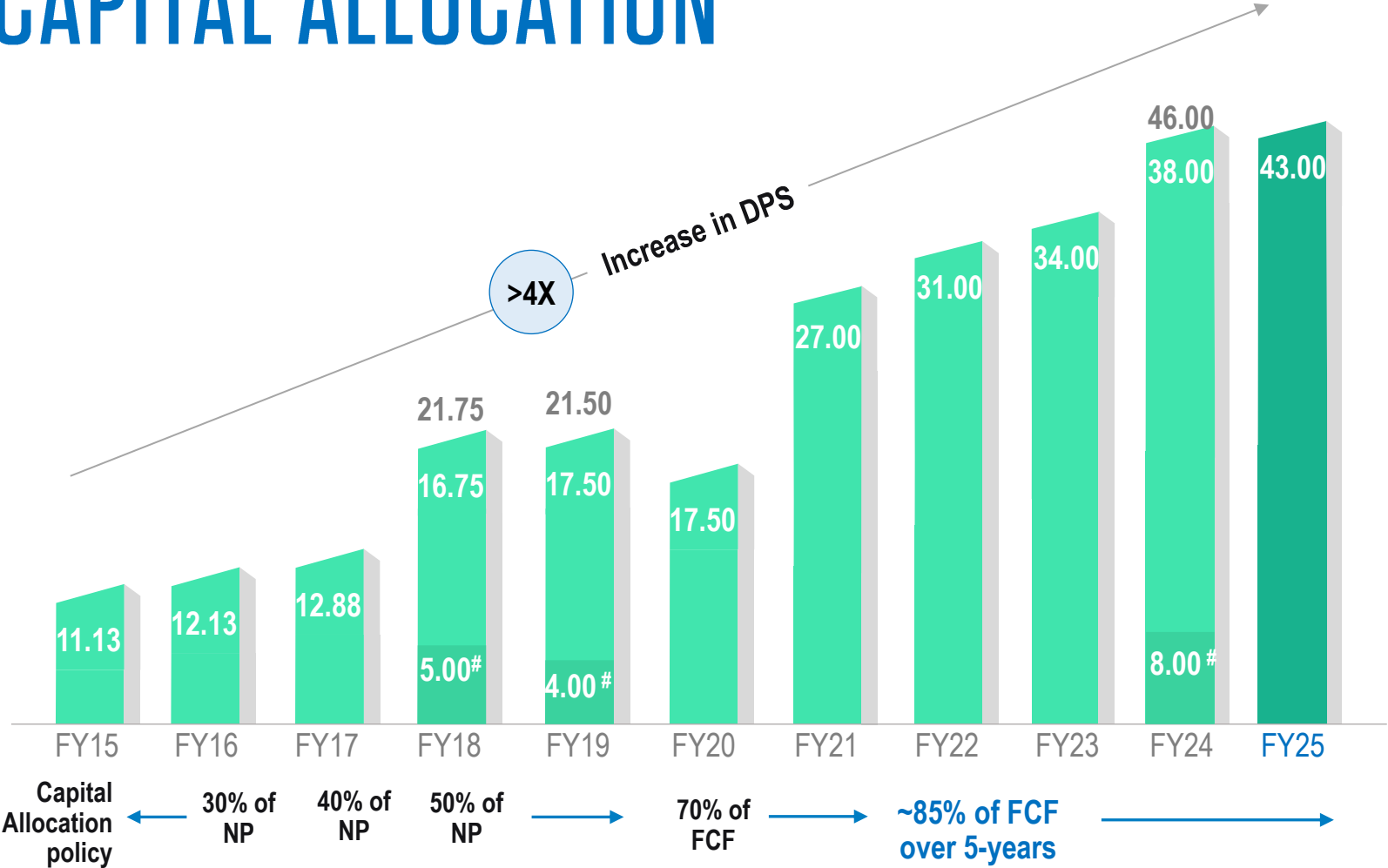
**Capital returned[2]
to shareholders
₹ crore**

Increase in DPS

>4X

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Total				21.75	21.50					46.00	
	11.13	12.13	12.88	16.75	17.50	17.50	27.00	31.00	34.00	38.00	43.00
Special				5.00#	4.00#					8.00#	

**Capital
Allocation
policy** ← 30% of NP → 40% of NP → 50% of NP → 70% of FCF → **~85% of FCF over 5-years** →

Capital returned chart:

	FY15-19	FY20-24	FY25
Buyback	21,337	22,624	
Special dividend	4,721	3,313	
Regular dividend	37,736	62,474	17,817
Total	63,794	88,411	

Legend: Regular dividend | Special dividend | Buyback

Dividend Per Share (DPS in ₹) has grown at CAGR of 23% over last 20 years[1]

[1] *Excludes Special Dividends. DPS figures are adjusted for Bonus issues.*
[2] *Dividend amount is inclusive of Dividend Distribution Tax, as applicable. Buyback amount includes buyback tax*
\# *Special dividend*

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PROJECT MAXIMUS

To drive medium term
operating margin expansion

Value based
selling

Efficient
pyramid

Automation &
Generative AI

Improvement in
critical portfolios

Reduction of
indirect costs

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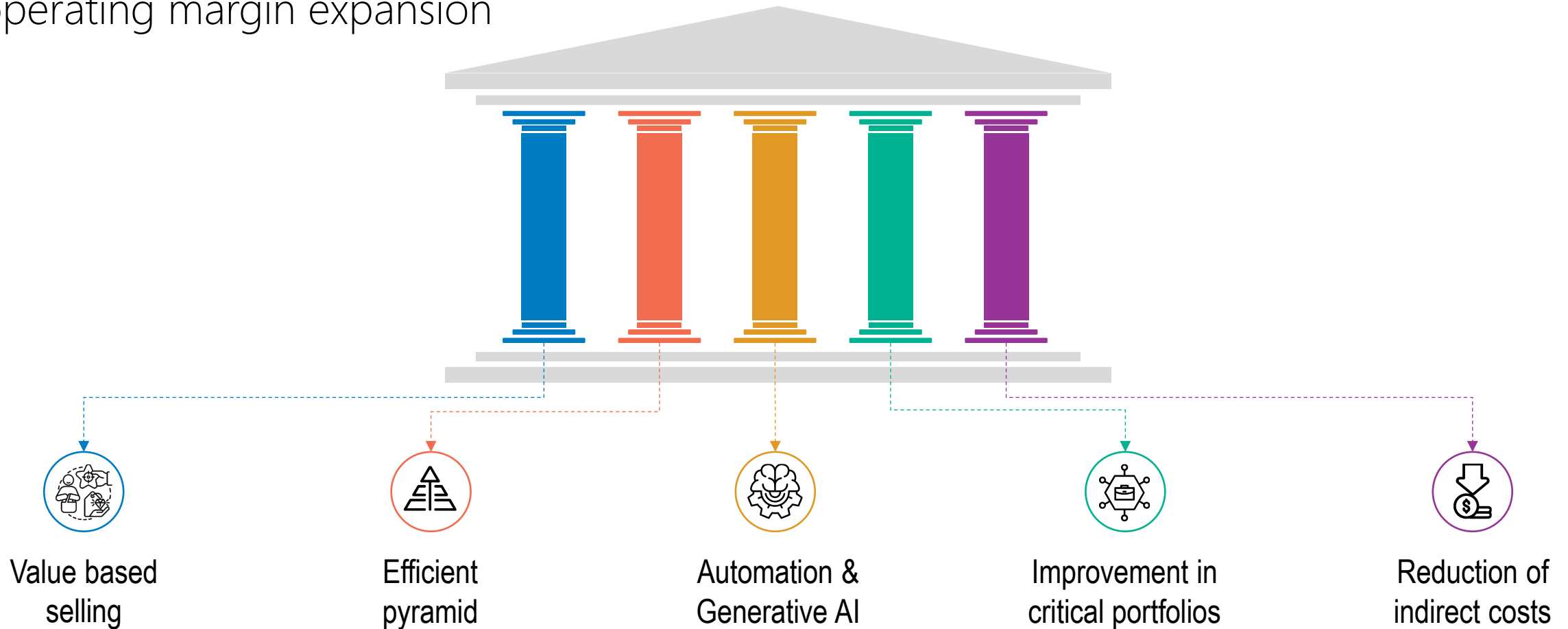
ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

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ESG HIGHLIGHTS – 2024-25

ENVIRONMENT

Carbon neutral 6 years in a row

29.7 million sq.ft. of the highest-level green certified space

77.7% of electricity for our India operations comes from renewable sources

CDP Climate leadership 9 years in a row

100% recycling of wastewater

98% of waste diverted from landfills

40 lakes across our campuses, holding 430 million liters of rainwater storage capacity

2,72,000+ rural families across India continue to benefit from our carbon offset programs

409 deep injection wells with a recharge capacity of over 20 kiloliters

273 suppliers engaged to enhance their climate performance

SOCIAL

13.3 million people reached with digital skills, including employees, clients' workforce, students, teachers, and communities

15,200+ fresh graduates hired globally

39% women in the workforce

125 million+ lives impacted through Tech for Good initiatives

1,75,000 patients onboarded to **SightConnect,** making eye care more accessible to all

Global Top Employer 2025 in 22 countries for best-in-class HR practices and processes

GOVERNANCE

1,500+ Infosys Knowledge Institute assets

100+ client living labs

823 patents in the portfolio (granted/pending)

Binding Corporate Rules First India-headquartered Company to receive approval from EU data protection authorities

ISO 42001:2023 certified for AI management Systems

ISO 27701:2019 certified for privacy information management

ISO 27001:2022 certified for information security management

ISO 14068-1:2023 certified for carbon neutrality

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ESG VISION 2030 - REFRESH

Core areas	Vision	Material topics			
Environment	Serve the preservation of our planet by shaping and sharing technology solutions	**Climate change** Become climate positive in 2030	**Water** Reduce our water footprint and enhance water availability in the communities where we operate	**Waste** Reduce, reuse and recycle to minimize waste, including e-waste	
Social	Serve the development of people by shaping a future with meaningful opportunities for all	**Enabling digital talent at scale** Facilitate skilling to ensure progress for all	**Amplifying communities** Enable opportunities for communities locally	**Nurturing workplace inclusivity** Foster diversity and nurture inclusion	**Employee wellness and experience** Ensure fulfilling careers for our employees
Governance	Serve the interests of all our stakeholders by leading through our core values	**Corporate governance** Be a leader and get benchmarked for world-class corporate governance	**Data privacy** Uphold the privacy of our data subjects	**Information management** Uphold the digital trust of our stakeholders	

Read more

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RECOGNITIONS
and Accolades

#1

Recognized as one of the **top 3 companies** (on combined basis) in 5 categories at the **2025 Asia Executive Team Survey by Extel** (formerly Institutional Investor Research)

#2

Rated as Top 100 most valuable brand in the world by **Kantar BrandZ**; Ranked among the most-trusted brands in India and the US

#3

Recognized as one of the "Most Honored" companies, receiving multiple awards at the **2024 All-Asia Executive Team Rankings** from Institutional Investor

#4

Recognized as a Top 3 IT services brand and the fastest growing IT services brand globally in the **Brand Finance Global 500 2025 Report**

#5

Recognized as one of the **World's Most Ethical** Companies in 2025 for the fifth consecutive year by Ethisphere

#6

Recognized as the **Global Top Employer 2025** for the fifth consecutive year by the Top Employers Institute

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Conclusion

Free cash to Net Profit was **109.3%** Strong large deal TCV of **$3.8 bn** in Q1 FY26

We have positioned our company to work with clients for their **digital transformation** as well as their **cost efficiency** and **automation programs**

We have developed a strong set of capabilities in **Generative AI** with **Topaz**

Our **Cobalt** capabilities for the cloud continue to resonate with our clients

Our approach of **One Infosys** is the foundation of this

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THANK YOU

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