ANALYST
MEET 2014

Human Capital Management

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EVP and Head – Human Resources

Safe Harbor

Certain statements in this presentation concerning our future growth prospects are forward-looking statements regarding our future business expectations 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 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, and unauthorized use of our intellectual property and general economic conditions affecting our industry. 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, 2014 and on Form 6-K for the quarter ended September 30, 2014. 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. In addition, please note that the safe harbor is as of today, and any forward-looking statements contained herein are based on assumptions that we believe to be reasonable as of this date. 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.

Infosys Group - Our people*

1,65,411 employees

Women employees form 35.3% of total workforce

105 nationalities; 8.5% from non-Indian nationalities

Average age – 29 years

* as of Sep 30, 2014

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The value we add: Infosys Employee Value Proposition

FINANCIAL:
Through competitive salaries and benefits

GROWTH:
Through opportunities for learning & exposure to technology and assignments as Infosys partners with clients in transforming their businesses

EMOTIONAL:
Through a fair and rewarding work environment & ethos and a culture that has been built on a foundation of values - CLIFE

Opportunities for Continuous Employability is a unique value add for every Infoscion
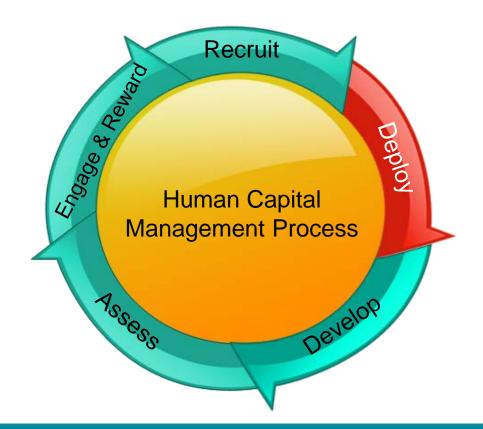
Employee Lifecycle

Recruit

Our selection process is testament to our commitment to hiring the best

Applications received
4,56,180*

Tested
76,836*

Interviewed
58,449*

Offers
31,705*

* H1 15 for Infosys Limited

- Visited 155 engineering campuses in India
- 86% of our offers are from Top 100 colleges
- Timeline
  - *Campus Visit: Sep-14 to Mar-15*
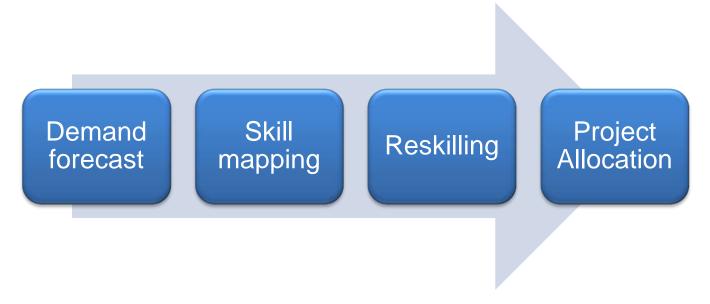 - *Joining: June-15 to Dec-15*

Employee Lifecycle - Deploy

Deploy - Talent Fulfilment Function

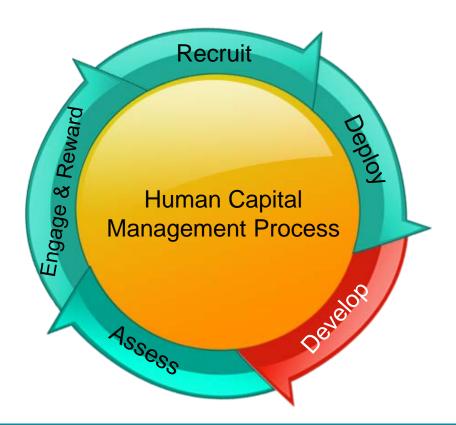| Demand forecast | Skill mapping | Reskilling | Project Allocation |

The measure of this process is Utilization (82.3%)*
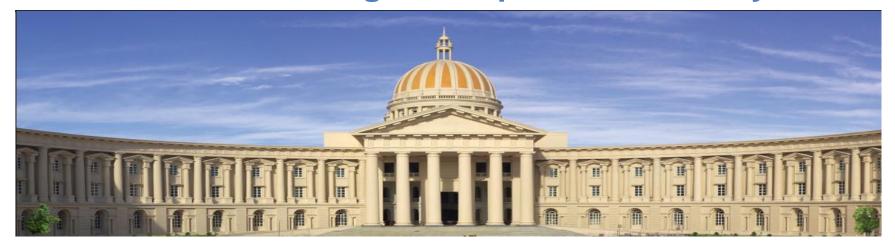
*Q2 FY15 – excluding trainees

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Employee Lifecycle - Develop

We are the World's Largest Corporate University
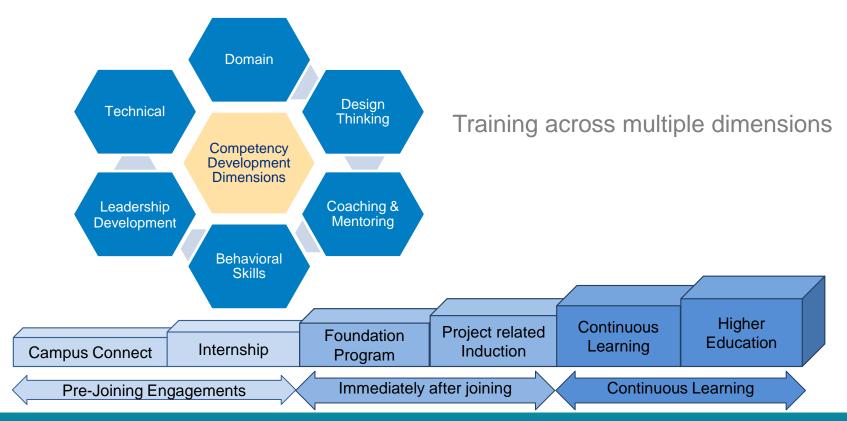

Global Education Center, Mysore

- **Foundation Program benchmarked as equivalent to BS in Computer Science as per US standard through Federation of International Services (FIS), USA**
- **Infosys is the Gold Standard in Training ~ Forrester, 2011**

$184m infrastructure investment for learning	335 acre campus, 1.44 m sqft of education space to train 14,000 people every day!	Foundation Program: 17-23 weeks

Structured learning – Education, Training & Assessment

Training across multiple dimensions

- Domain
- Technical
- Design Thinking
- Competency Development Dimensions
- Coaching & Mentoring
- Leadership Development
- Behavioral Skills

Campus Connect | Internship | Foundation Program | Project related Induction | Continuous Learning | Higher Education

Pre-Joining Engagements → Immediately after joining → Continuous Learning

Develop – Career Lattice

We are expanding our focus on encouraging employees to move horizontally by enabling lateral movements and opening up opportunities for job enrichment through **Experiential Learning**

14,000+ employees covered in these interventions

1,700 employees

Internships
- Opportunities to pursue areas of interest through short-term, part-time projects and earn learning credit points

Job Shadowing
- Understanding aspired roles through two days of observation and interactions with Managers / Leaders and accruing learning credit points

WIN
- WIN (**W**elcome, **I**ntegrate and **N**avigate) is a **90 days** role induction program for all newly promoted employees to ensure smooth transition into the new role

Peer Learning
- Leveraging peer networking and learning to support newly promoted employees including one day of shadowing as part of the role induction program

Career Movements
- Facilitating career mobility through horizontal / lateral movements within the organization

Leadership Development

Focus Areas

- Enable current performance of leaders while also developing them for future positions

- Identify, develop and retain high-potential leaders and ensure sufficient bench strength of leadership talent to succeed in senior roles

- Enable and encourage senior leaders to teach, coach, and mentor other potential leaders

- To brand ILI as the global gold standard for leadership development
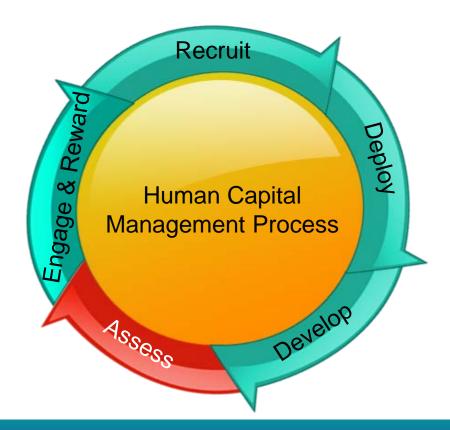
Company is the Campus; Business is the Curriculum; Leaders shall teach

Leadership Development

Approach

- Leadership Assessments

- Talent review

- Best in Class Training offerings

- Leaders Teach

- Mentoring
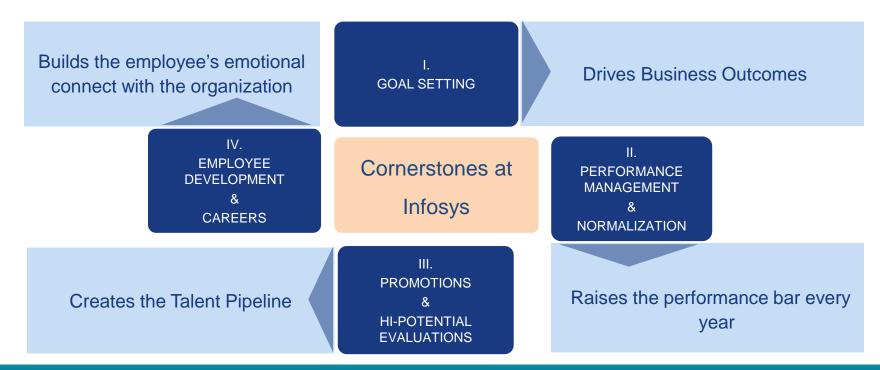
Employee Lifecycle - Assess
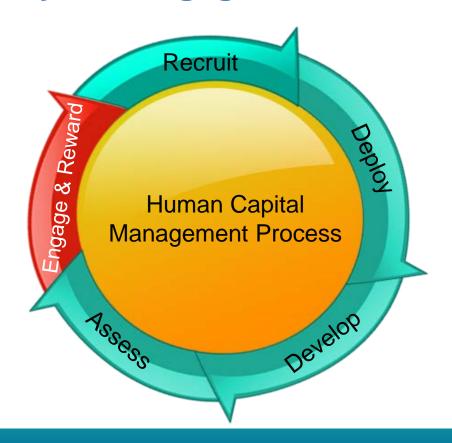
Assess - Meritocracy at Infosys

Performance Management is more than just appraisals and reviews. It is a work ethic that when created…

Builds the employee's emotional connect with the organization

I.
GOAL SETTING

Drives Business Outcomes

IV.
EMPLOYEE DEVELOPMENT & CAREERS

Cornerstones at Infosys

II.
PERFORMANCE MANAGEMENT & NORMALIZATION

Creates the Talent Pipeline

III.
PROMOTIONS & HI-POTENTIAL EVALUATIONS

Raises the performance bar every year

Employee Lifecycle - Engage & Reward

Engage & Reward

Murmuration (crowd-sourcing initiative) – top 10 ideas out of 2,650 to be evaluated for our strategy

Creating action plans from the output of the annual employee survey
(72% participation)

Reviewing and simplifying internal processes using a SWAT team

Focusing on leveraging the Infosys alumni community

Deepening employee engagement – with leaders and families of Infoscions

100% variable payout for Q2 FY15

Quarterly promotions on time - over 19,000 promotions since April 2014

Channels for employee engagement

InfyTV

Hall of Fame

Leaders Blogs

Managers' Portal

InfyRadio

The Awards for Excellence

InfyBubble

HALE

InfyGold+

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Thank You