

Training of Board members

All new non-executive directors inducted to the Board are introduced to our Company culture through orientation sessions. Executive directors and senior management provide an overview of operations, and familiarize the new non-executive directors on matters related to our values and commitments. They are also introduced to the organization structure, services, Group structure and subsidiaries, constitution, Board procedures, matters reserved for the Board, major risks and risk management strategy.

The Board's policy is to have separate meetings regularly with independent directors to update them on all business-related issues and new initiatives. At such meetings, the executive directors and other members of the senior management share points of view and leadership thoughts on relevant issues.

We also facilitate the continual educational requirements of our directors. Each director is entitled to a training fee of US\$ 5,000 per year. Support is provided for independent directors if they choose to attend educational programs in the areas of Board / corporate governance.

Non-executive and independent directors of the Board are familiarized through various kinds of engagements such as:

Deep dives and immersion sessions: Deep dives and immersion sessions are conducted by senior executives on their respective business units. The business unit can be an industry vertical or a service offering unit. Key aspects that are covered in these sessions include :

- Industry / market and technology trends
- Competition
- The Company's performance
- Strategic bets and their progress
- Future outlook

Strategy retreat: As part of our annual strategy planning process, we organize a management strategy retreat with the Board to deliberate on various topics related to strategic alternatives, progress of ongoing strategic initiatives, risks to strategy execution and the need for new strategic programs required to achieve the Company's long-term objectives.

This serves the dual purpose of providing a platform for Board members to bring their expertise to the projects, while also providing an opportunity for them to understand detailed aspects of execution and challenges relating to the specific theme.

The above are specific mechanisms through which members of the Board are familiarized with the Company culture and operations. Apart from these, there could be additional meetings or sessions on demand on specific topics. All directors attend the familiarization programs as these are scheduled to coincide with the Board meeting calendar to give them an opportunity to attend.

The details of the training programs attended by Board members in fiscal 2019 are as follows:

Name of director	No. of training hours attended during fiscal 2019
Nandan M. Nilekani	6.5
Salil Parekh	6.5
U.B. Pravin Rao	6.5
Kiran Mazumdar-Shaw	6.5
Roopa Kudva	6.5
Dr. Punita Kumar-Sinha	6.5
D.N. Prahlad	6.5
D. Sundaram	6.5
Michael Gibbs	6.5
Total hours	58.5

Note: The training program for fiscal 2019 includes deep dive and immersion sessions on various topics such as cybersecurity, agile digital, artificial intelligence and automation. Further, the training program conducted by external experts also includes an overview of the Foreign Corrupt Practices Act.

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The Board's policy is to have separate meetings regularly with independent directors to update them on all business-related issues and new initiatives. At such meetings, the executive directors and other members of the senior management share points of view and leadership thoughts on relevant issues.

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Non-executive and independent directors of the Board are familiarized through various kinds of engagements such as :

Deep dives and immersion sessions : Deep dives and immersion sessions are conducted by senior executives on their respective business units. The business unit can be an industry vertical or a service offering unit. Key aspects that are covered in these sessions include :

- Industry / market and technology trends
- Competition
- The Company's performance
- Strategic bets and their progress
- Future outlook

Strategy retreat : As part of our annual strategy planning process, we organize a Management strategy retreat with the Board to deliberate on various topics related to strategic alternatives, progress of ongoing strategic initiatives, risks to strategy execution and the need for new strategic programs required to achieve the Company's long-term objectives. Cross-functional teams develop each strategic theme, and each team is mentored by one or more Board members. This serves the dual purpose of providing a platform for Board members to bring their expertise to the projects, while also providing an opportunity for them to understand detailed aspects of execution and challenges relating to the specific theme.

The above are specific mechanisms through which members of the Board are familiarized with the Company culture and operations. Apart from these, there could be additional meetings or sessions on demand on specific topics. All directors attend the familiarization programs as these are scheduled to coincide with the Board meeting calendar to give them an opportunity to attend.

The details of the training programs attended by Board members other than executive directors in fiscal 2018 are as follows :

Name of director	No. of training hours attended during fiscal 2018
Nandan M. Nilekani	11
Kiran Mazumdar-Shaw	12
Ravi Venkatesan	15
Roopa Kudva	15
Dr. Punita Kumar-Sinha	14
D.N. Prahlad	12
D. Sundaram	11
R. Seshasayee	3
Prof. Jeffrey S. Lehman	3
Prof. John W. Etchemendy	3
Total hours	99

Note: The training program for fiscal 2018 includes deep dive and immersion sessions on various topics such as cyber security, market trends on products and services, overview on regulations and disclosures, and strategy retreat.

INFOSYS LIMITED

Familiarization program for Independent Directors

All new non-executive directors inducted to the Board are introduced to our Company culture through orientation sessions. Current executive directors and senior management provide an overview of our operations, and familiarize the new non-executive directors on matters related to our values and commitments. They are also introduced to our organization structure, our services, group structure and subsidiaries, constitution, board procedures, matters reserved for the Board, and our major risks and risk management strategy.

The Board's policy is to have separate meetings regularly with independent directors to update them on all business-related issues and new initiatives. At such meetings, the executive directors and other members of the senior management share points of view and leadership thoughts on relevant issues.

We also facilitate the continual education requirements of our directors. Each director is entitled to a training fee of US \$5,000 per year. Support is provided for independent directors if they choose to attend educational programs in the areas of Board / corporate governance.

Independent Directors of Board are familiarized through three kinds of engagements :

Deep dives and immersion sessions

Deep dives and immersion sessions are conducted by senior executives on their respective business units. The business unit can be an Industry vertical or service offering unit. Key aspects that are covered in these sessions include :

- Industry / Market and Technology trends
- Competition
- The Company's performance
- Strategic bets and their progress
- Future outlook

Strategy retreat

As part of our annual strategy planning process, we organize a strategy retreat with the Board of Directors to deliberate on various topics related to strategic alternatives, progress of ongoing strategic initiatives, risks to strategy execution and the need for new strategic programs required to achieve the Company's long-term objectives. Cross-functional teams develop each strategic theme, and each team is mentored by one or more Board members. This serves the dual purpose of providing a platform for Board members to bring their expertise to the projects, while also providing an opportunity for Board members to understand detailed aspects of execution and challenges relating to the specific theme. During this fiscal, the key themes discussed included service automation, software-enabled service offerings, design-led consulting, enablement of client-facing teams, cost optimization and capital allocation.

STRAP

Our annual strategy and planning event, STRAP, brings together the top leadership of the Company and the Board to discuss, debate and decide key aspects of strategy execution, especially as it relates to the next fiscal. This year the event was held in the first week of March at the Company's leadership institute in Mysuru, India. Over two days, leadership teams presented their plans, debated the feasibility of actions and objectives, and set up operational goals for the next fiscal. During the event, members of the Board of Directors had the opportunity to interact with multiple levels of leadership, both formally and informally, through networking sessions.

The above are specific mechanisms through which members of the Board are familiarized with the Company culture and operations. Apart from these, there could be additional meetings or sessions on demand on specific topics. All directors attend the familiarization programs as these are scheduled to coincide with the Board meeting calendar to give them an opportunity to attend.

The details of training programs attended by independent directors during fiscal 2017 are as follows:

in hours

Name of the director	Deep Dives and immersion sessions					Total
	Market trends consulting	Digital experience	Leadership mentoring session	Market trends- APAC, China	Strategy Retreat and STRAP	
R. Seshasayee	2	2	1.5	2	24	31.50
Prof. Jeffrey S. Lehman	2	2		2	15	21.00
Prof. John W. Etchemendy	2	2		2	15	21.00
Kiran Mazumdar-Shaw	2	2		2	24	30.00
D. N Prahlad	2	2		2	24	30.00
Dr. Punita Kumar-Sinha	2	2		2	24	30.00
Ravi Venkatesan	2	2	1.5	2	24	31.50
Roopa Kudva	2	2	1.5	2	24	31.50
Total Hours						226.5

The Independent Directors are also made aware of their rights / role / responsibilities at the time of their appointment / reappointment through a formal letter of appointment along with the terms and conditions of their engagement.