

Delivering value

# Financial Capital

Material topics

- Scale agile digital & Energize the core
- Shareholder returns
- High returns on equity

UN SDG mapping



Performance highlights

Revenue growth

6.1%

Operating margin

21.1%

Return on equity

29.0%

Dividend per share growth <sup>(1)</sup>

13.2%

Free cash flow growth <sup>(2)</sup>

44.8%

CRISIL Rating

AAA

Robust working capital

₹54,249 cr

<sup>(1)</sup> Dividend excludes special dividend of ₹8.00 per share declared in line with the Capital Allocation Policy for financial year 2024.

<sup>(3)</sup> Free cash flow is defined as net cash provided by operating activities less capital expenditure as per the Consolidated Statement of Cash Flows prepared under IFRS.

We obtain our Financial Capital through the funds generated from our business operations and financing activities. Our strong performance on the back of meticulous execution over the years, as reflected in the combination of high growth, strong cash generation and profitability, has led to building a strong, debt-free, and liquid Balance Sheet. Our focus is on ensuring a sustainable and profitable financial position. Our stakeholders expect us to deliver long-term growth riding on a solid strategy and prudent business decisions. Our shareholders are looking for good returns on their investment and steady capital returns.

“Effective from financial year 2025, the Company expects to continue its policy of returning approximately 85% of the free cash flow cumulatively over a five-year period through a combination of semi-annual dividends and / or share buyback / special dividends, subject to applicable laws and requisite approvals, if any.”

The Company expects to progressively increase its annual dividend per share (excluding special dividend if, any).

## Managing financial capital

Infosys has a high cash-generating business with access to capital markets across the world. Our strong credit rating allows us to raise debt at competitive rates in the future, if needed. The primary source of funds is cash from operations and income from short and long-term investments, among others.

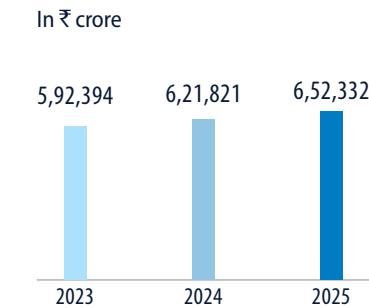
Our primary sources of liquidity are cash and cash equivalents and the cash flow generated from our operations. We continue to remain debt-free, and we maintain adequate cash to meet our operational and strategic requirements, and unforeseen events while also earning sufficient returns.

Our consolidated cash and investments include deposits in banks, investments in liquid

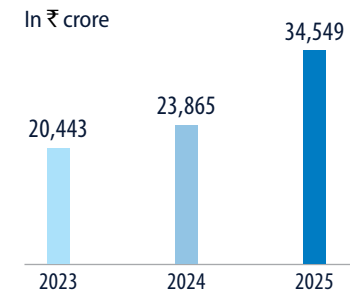
mutual funds, fixed maturity plan securities, commercial paper, quoted bonds issued by government and semi-government organizations, non-convertible debentures and CDs or certificates of deposits – all such instruments issued by eligible financial institutions with high credit ratings guided by our treasury policy.

We also build financial assets and create financial value by investing in the startup ecosystem. These investments enable us to access innovation, which together with our services and solutions, deliver benefits to our clients. Most often, our investments comprise minority equity positions in startup organizations and / or venture capital funds.

Market capitalization



Free cash flows



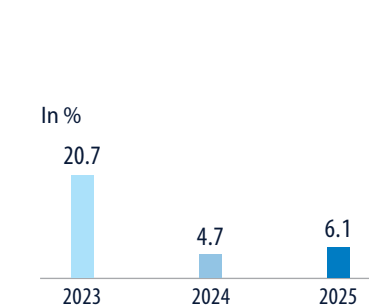
<sup>(1)</sup> Dividend excludes special dividend of ₹8.00 per share

## Shareholder value creation

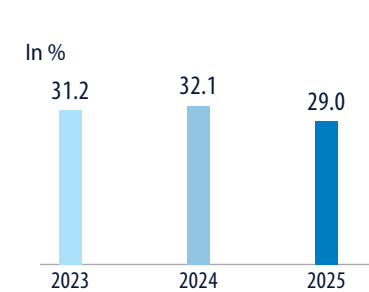
We constantly endeavor to fulfill the expectations of our investors through responsible business decisions and governance. Integrity and transparency are top priorities in our relationship with our investors.

We are privileged to share a strong relationship with investors based on a deep understanding of their expectations and our commitment to creating value for them. Infosys aims to deliver superior revenue growth and operating margins through prudent financial management and sound corporate governance – resulting in share value appreciation, leading to sustained value creation for investors. We maintain transparency in our disclosures and frequent communication with investors through channels such as quarterly post-result calls, analyst

Revenue growth



Return on equity



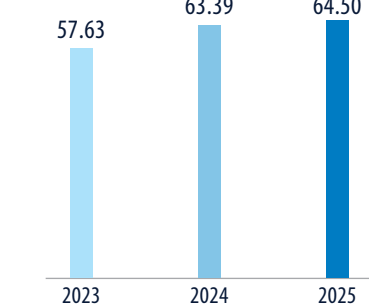
meets, the Annual General Meeting, and regular one-to-one and group interactions.

## Distribution of value created through Capital Allocation Policy

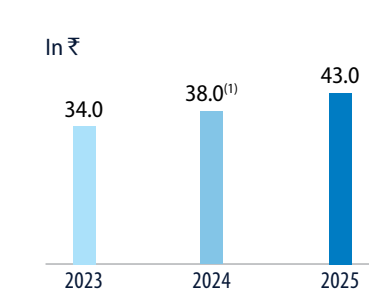
The Company has returned approximately ₹88,400 crore, which is 85% of the cumulative free cash flow for fiscals 2020-2024 through dividends and buybacks, in line with the Capital Allocation Policy.

“Effective from financial year 2025, the Company expects to continue its policy of returning approximately 85% of the free cash flow cumulatively over a 5-year period through a combination of semi-annual dividends and/or share buyback / special dividends, subject to applicable laws and requisite approvals, if any.” Under

Basic earnings per share



Dividend per share



this policy, the Company expects to progressively increase its annual dividend per share (excluding special dividend if any). Details of our Capital Allocation Policy are available at <https://www.infosys.com/investors/corporate-governance/documents/capital-allocation-policy.pdf>.

## Delivering value through business strategy

Our market-oriented four-pronged strategy enables us to invest in expanding our global digital footprint. This helps Infosys to be recognized as a partner of choice for digital transformation and also increases our potential to attract larger Total Contract Value (TCV) deals and clients. This enhances our ability to generate industry-leading growth and profitability, thus generating shareholder value.

# Delivering value Human Capital

## Material topics

- Employee Value Proposition
- Employee health and wellness
- Nurturing workplace inclusivity
- Energizing local communities

## UN SDG mapping



Our employees are our most important assets. We are committed to hiring and retaining the best talent and being among the industry’s leading employers. For this, we focus on promoting a collaborative, transparent and participative organizational culture, and rewarding merit and sustained high performance. Our human resources management focuses on allowing our employees to develop their skills, grow in their careers and navigate their next. Infosys remains committed to nurture an inclusive workplace for our diverse talent.

We strive to create a world-class employee experience, focusing on Experience by Design – designing consistent best-in-class policies, processes, programs and systems, keeping employees at the core of whatever we do.

## Performance highlights

Employees globally

3,23,578

Nationalities in the workforce

156

AI aware employees

2,70,000+

Employees have voluntarily disclosed their disability

1,095

Employee satisfaction score

77%

Fresh graduates hired globally

15,288

## The Infosys Way of Life

At Infosys, our culture is the heartbeat of our organization. It is not just about what we do, but why we exist. Over the past 40 years, our values, excellence, collaboration, and most importantly, our people have molded our unique culture. In turn, our culture has become a way of life that inspires and enables our employees to find purpose, make an indelible impact, and shape our collective future. We call it the Infosys Way of Life.

**Care:** We prioritize creating a culture centered on caring for our employees, addressing their overall needs, and fostering an environment where empathy prevails.

**Collaboration:** We come together as One Infosys, leveraging the full spectrum of our capabilities and collective strength to navigate our next steps.

**C-LIFE:** Our guiding principles – Client value, Leadership by example, Integrity and transparency, Fairness and Excellence – are deeply embedded in our behavior and permeate everything we do, upheld by each one of us.

**Inclusivity:** We are committed to building and sustaining an inclusive and equal opportunity workplace, with a vision of taking everyone forward.

**Learning:** We enable our people to grow professionally and enrich their skills for the future, leveraging Lex, our online learning platform. The Career Canvas consolidates multiple career avenues – internal job postings, projects, and Bridge programs – into one view, helping employees identify next-role possibilities, assess skill gaps, and receive personalized learning recommendations.

Read more in our [ESG Report 2025](#)

## Nurturing workplace inclusivity

At Infosys, we believe diversity is not just a value — it is a strategic advantage. A diverse workforce brings richer perspectives, fuels creativity, strengthens problem-solving, and drives deeper connection with global markets. Infosys conducts cross-cultural collaboration workshops to cement inclusion. Diversity drives innovation and innovation drives Infosys.

As part of our ESG Vision 2030, we aim to achieve 45% female representation in our workforce by 2030. In fiscal 2025, we had ~1,25,000 women, making up about 39% of the total workforce.

## Employee Value Proposition

Our Employee Value Proposition inspires our people to build what’s next for themselves, their teams and their clients. It also ensures that our employees continuously learn and grow in their career, while also creating opportunities for every employee to navigate further. These efforts have resulted in faster growth, broader career options, increased talent mobility and sharper compensation differentiation.

## Employee health and wellness

Infosys’ Health Assessment and Lifestyle Enrichment (HALE) program is a non-monetary employee benefit and has been recognized as the best internal brand with great recall and participation. Our wellness philosophy stands on four pillars – physical, emotional, social well-being and safety.

Our employee well-being rates reached an all-time high of 91% among employees across locations.

## Infosys internship program

InStep, Infosys’ flagship global internship program, has 200+ partner institutions in over 50 countries, more than 3,300 alumni members and interns from over 50 nationalities. InStep has been ranked as the World’s #1 Internship Program, five times in a row by Vault Firsthand, a prestigious career intelligence platform. InStep has been instrumental in building strong academic partnerships for Infosys with premier global institutions, generating numerous patents and publications, along with contributing to the overall localization efforts.

## Localization

We established innovation hubs, nearshore centers and digital design studios across geographies. In fiscal 2025, we recruited 94% of our employees locally in our markets. Our hybrid work model, centered on our people and their comfort, offers the flexibility of working from home and office, at locations closest to their homes. As part of this strategy, we have set up offices in Ahmedabad, Guwahati, Kolkata, Visakhapatnam, Noida, Hubballi, Indore, Navi Mumbai, Nagpur and Coimbatore in India over the last few years.

## Leveraging AI to improve employee experience

At Infosys, we recognize that every employee is unique and so should be their journey in the organization. Our AI-powered recruitment capabilities streamline candidate screening, dynamically match talent with open roles, and enable intelligent interview

scheduling. Innovations like facial recognition and compliance-driven checks enhance security and integrity in the hiring process. We have also introduced intelligent job recommendation features on our career platforms, helping candidates discover relevant opportunities based on their unique skills and experience.

For new joiners, onboarding initiatives such as Infosys Immerse in the metaverse, AI-powered assistants, and smart identity verification tools are shaping seamless and engaging entry experiences. For managers and leaders, AI tools enable intuitive access to data, proactive nudges, and insights that support informed and empathetic decision-making. Our AI-driven Pulse analysis also empowers continuous listening, helping us identify employee sentiment and act early to enhance well-being and engagement.

In learning and development, we are deploying generative AI to deliver personalized learning paths, simulate real-world scenarios, and assist in content creation. AI companions on our learning platform Lex, such as Zoiee and SynthAlz, provide intelligent tutoring, summarization, and contextual learning support. These innovations ensure every employee receives guidance aligned to their goals, skill levels, and preferred learning styles. From automated offboarding to retention analysis, AI also supports thoughtful transitions while maintaining a human touch. Our vision is clear: To responsibly use AI not as a replacement, but as a powerful enabler that enhances personalization, improves operational agility, and helps to reinforce our commitment to a people-first, future-ready workplace.

Delivering value

Intellectual Capital

Material topics

- Innovation and Intellectual Property
- Products, platforms and solutions
- Responsible AI

UN SDG mapping



Performance highlights

Client living labs

100+

Patents (granted / pending)

823

Infosys Knowledge Institute assets

1,500+

Trademark for Infosys in India

“Well Known”

Rating for iCETS platforms by analysts

Industry leader

Accounted for 1,000+ client impressions by

370+ startups

Rating in AI

#1

Our Intellectual Capital is driven by agility, flexibility, and innovation. We are committed to working with experts, partners, academia, and other stakeholders to develop new products and services that meet the needs of our customers and communities. We are also focused on strengthening our Tech for Good solutions and providing an environment to incubate new businesses and scale startup-led offerings.

With iCETS, living labs, Infosys Innovation Network and Infosys Business Incubator, we have a broad portfolio of offerings across industry segments, while the Infosys Prize and Aarohan Social Innovation Awards provide a platform for innovators and social entrepreneurs, respectively.



Infosys Center for Emerging Technology Solutions (iCETS)

iCETS is the emerging technology solution incubation partner for Infosys’ clients and units. It provides next-generation platforms and innovation-as-a-service to help future-proof enterprise businesses, leveraging New Emerging and eXploratory Technologies (NEXT). There are four distinct dimensions across which iCETS delivers innovation:

**InspireNext:** A set of capabilities and offerings designed to help discover new possibilities of doing business.

**ServiceNext:** Leverages newly-developed capabilities and Intellectual Property (IP) to differentiate our service offerings or create new offerings for our clients.

**ConnectNext:** Brings together innovations from an external ecosystem of hyperscalers, startups and universities.

**IncubateNext:** Provides our clients with rapid and agile innovation capabilities.

We have also established Applied Research Centers (ARC) that focus on technological and trends research across diverse domains such as Applied AI, New Interaction Models, Autonomous Machines, Advanced Cybersecurity and other emerging technology areas.

Living labs

We collaborate with our clients to enable rapid prototyping, incubating and piloting of innovative solutions, both through client and Infosys living labs. With over 100+ client living labs, Infosys has helped our clients explore and develop art-of-the-possible emerging technology solutions.

Infosys Innovation Network (IIN)

IIN is a well-orchestrated partnership of select startups, universities, hyperscalers and Infosys to incubate and bring the best of emerging

tech innovations from across the globe. Today, IIN boasts of 370+ startups, which have had over 1,000+ client impressions. Over the past 12 months, we’ve engaged with numerous startups, universities, corporate ventures and hyperscalers across geographies like the US, EU, and India, in spaces like gen AI, AI and data, fintech, cloud, cybersecurity, InsurTech, and more.

Infosys Business Incubator (IBI)

IBI is designed to create and scale entrepreneurship capabilities within Infosys. The primary goal of IBI is to create next-generation micro platform and micro serviceline-led businesses for Infosys. The incubator curates new cohorts of businesses each year, creating a flywheel of innovation for Infosys and our clients. To create and sustain entrepreneurial skills and capacity, and nurture talent, we have launched the Business Incubator Club.

Infosys Knowledge Institute (IKI)

IKI is the business research and thought leadership arm of Infosys. IKI harnesses the intellectual capital of Infosys’ experts and client collaborations to produce novel, distinctive content and insights on the business impact that technology can drive for enterprises. IKI also develops proprietary data and insights through primary research, including large-scale surveys and quantitative analysis. These are published through its flagship Radar maturity reports, the annual Tech Navigator report and ongoing Tech Compass tech trends series, and industry-focused market outlooks and executive journals. IKI has collaborated with 800 clients and created over 1,500 assets since

inception. For more information, visit <https://infosys.com/iki>.

Product innovation

EdgeVerve Systems Limited, a wholly-owned subsidiary of Infosys, is a premier developer of Enterprise Transformation Platforms that empower clients to unlock limitless possibilities in their AI-led digital transformation journey.

**EdgeVerve AI Next:** The unified AI platform is designed to harness the power of generative AI and the transformative potential of agentic AI. It eliminates silos across people, processes, data, and technology – driving business transformation and enabling enterprises to scale applied AI seamlessly. By combining AI-driven insights, cloud-native architecture, and cutting-edge automation, we provide flexible, scalable solutions that empower organizations to adapt and thrive in an ever-changing digital landscape, minimizing disruptions while enhancing agility and scalability. From global business services and enterprise transformation to supply chain optimization, EdgeVerve AI Next is a catalyst for profound business transformation.

With a strong entrepreneurial culture, EdgeVerve continues to innovate and drive impact across industries, including financial services, insurance, retail, consumer goods and life sciences. Read more at <https://www.edgeverve.com/ai-next>.

IP, patents and trademarks

Infosys actively innovates and develops platforms, products and tools that constitute its collection of IP assets. These assets, which are available on the Infosys Marketplace, are used to differentiate ourselves in the market or as productivity-

enhancing tools. We have 823 patents (granted / pending) in the portfolio. Over 866 trademarks registered (or pending) across 51 countries underscore the strength of our brand.

**“Well Known”:** Infosys is regarded by Indian authorities as being a “Well Known” trademark. This gives us legal rights across sectors.

**Most valuable brand:** Infosys leads the industry with the fastest growing CAGR in brand value of 18% over five years and maintains leadership as a global Top 3 IT services brand.

#1 rating in AI

We have been identified as a global leader in nine AI rankings by various industry analysts. We have successfully delivered over 400 generative AI projects with Infosys Topaz, our generative and agentic AI-powered services and solutions. Our AI work spans a wide spectrum of priority areas like process improvement, engineering, customer service, cybersecurity, and employee productivity. We have built four small language models for banking, IT operations, cyber and enterprises broadly.

ESG solutions

We are deeply committed to empower our clients to take meaningful climate action through our innovative solutions. Leveraging the latest advancements in technology, we offer tailored consulting and comprehensive analytics to help our clients understand and mitigate their environmental impact. Our end-to-end partnership construct ensures that we provide holistic and integrated solutions, enabling clients to adopt sustainable practices seamlessly.

# Delivering value Natural Capital

## Material topics

- Carbon neutrality
- Renewable energy
- Offsets for community development
- Advocacy for climate action
- Water stewardship
- Zero waste to landfill

## UN SDG mapping



## Performance highlights

Percentage of electricity for our India operations comes from renewable sources

77.7%

Carbon neutral for 6 years in a row

Highest-level green certified space

29.7 mn sq.ft.

Rural families benefited through carbon offsets program

2,72,000+

Wastewater recycled within our campuses

100%

CDP climate leadership

9 years

Decades before climate change emerged as a global boardroom priority, Infosys had recognized that natural capital is integral to long-term value creation. Our approach to managing environmental impact is holistic, scientific, and anchored in responsible growth. We have pledged to maintain carbon neutrality across Scope 1, 2, and 3 emissions. Our commitment goes beyond compliance – it is about leading by example and setting new standards in corporate climate responsibility.

We are now evolving from carbon neutrality to climate positivity – investing in regenerative practices, nature-based solutions, and green innovation to restore ecosystems and capture more carbon than we emit. Our commitment is not just to reduce harm, but to create lasting environmental value.

## Our 3-pillar strategy to climate action

To operationalize our climate ambitions, we have built a robust strategy anchored on three pillars – energy efficiency, renewable energy, and carbon offsets.

### 1. Energy efficiency

#### A culture of conscious consumption

Infosys has been a pioneer in energy-efficient infrastructure. Our campuses are equipped with cutting-edge technologies, such as radiant cooling systems and intelligent building designs. Over the past 15 years, we have implemented one of the world's largest enterprise-level energy conservation programs, significantly reducing our energy intensity.

Today, we operate over 29.7 million sq.ft. of workspace certified to the highest levels of green building standards. This is not just about infrastructure – it's about cultivating a culture where efficiency and sustainability go hand in hand.

### 2. Renewable energy

#### Accelerating clean transition

We have installed over 60 MW of solar photovoltaic capacity through rooftop and ground-mounted systems. In addition to generating clean energy onsite, we procure renewable power through third-party power purchase agreements and green tariff mechanisms from utility providers.

This comprehensive approach enables us to avoid emissions while supporting the larger shift towards decarbonized energy systems.

### 3. Carbon offsets

#### Creating impact beyond the organization

We address unavoidable emissions through community-centric carbon offset programs. Our projects are verified by the Gold Standard for their social and environmental impact. These projects include clean cook stove programs in Rajasthan and the distribution of biogas units in Maharashtra and Karnataka.

To date, our carbon offset initiatives have benefited over 2,72,000 rural families and created more than 3,900 local jobs. We see these efforts not only as a way to meet our climate goals but also as an opportunity to uplift communities and improve lives.

### Water stewardship: Conserving a vital resource

Water management has long been a cornerstone of our environmental strategy. As a signatory to the CEO Water Mandate, we are committed to minimizing water consumption and maximizing reuse. Our efforts continue to focus on improving water availability in the communities where we operate.

Our campuses recycle 100% of wastewater and have effective rainwater harvesting techniques for utilizing rainwater effectively. These initiatives, combined with demand side measures, have helped us minimize our water consumption and reduce dependency on external water sources. Our Bengaluru campus is certified water positive by CII based on NITI Aayog water neutrality guidelines.

#### Lake rejuvenation: Restoring ecosystems, supporting communities

We are extending our water stewardship efforts beyond our campuses through lake rejuvenation projects. Our goal is to increase water-holding capacity by over 10 billion liters over five years. Infosys is working with local partners to improve water availability in the communities in which Infosys operates. In two years, we have achieved an increase of 4.3 billion liters in water holding capacity through 11 lake rejuvenation projects across India.

Read more in our [ESG Report 2025](#).

### Waste management: Towards a circular economy

At Infosys, our waste strategy is grounded in the principles of reduction, recovery, and reuse. We are steadily advancing towards our goal of zero waste to landfills. Organic waste, which accounts for approximately 75% of our total waste, is treated entirely onsite through composting and recycling mechanisms.

Our progress is aligned with the TRUE zero waste certification framework, reflecting our commitment to transparency and best-in-class waste management. Three of our campuses have received TRUE certification for zero waste.

### Biodiversity: Breathing life into our campuses

We are focused on strengthening our efforts to preserve biodiversity and improve green cover at all our campuses. Our [Mangaluru campus biodiversity book](#) was launched online recently. The book highlights endemic species of the Western Ghats and offers a practical blueprint for others aiming to undertake similar initiatives in preserving biodiversity. Through this effort, we hope to inspire corporates, urban planners, and communities to make biodiversity a central consideration in shaping the spaces we live in and use.

### ASSURE

Infosys has long led the way in sustainable, high-performance buildings, and with [ASSURE](#) (Accelerating Sustainable Super-Efficient Real Estate), we are taking this impact to a national scale. Launched in partnership with the Indian Institute for Human Settlements (IIHS) on April 30, 2024, ASSURE is a multi-stakeholder platform that positions our campuses

as living case studies, enabling the replication of climate-resilient, energy-efficient infrastructure. The initiative brings together global experts, policymakers, and industry leaders to shape a future where India's buildings are radically more sustainable. With a goal of demonstrating 100 million sq.ft. of super-efficient commercial real estate by 2030, ASSURE focuses on sectors with the highest energy and emission intensity. The ASSURE program will provide technical support to developers, skill and upskill 12,000 individuals, back 30 innovators, and advance performance measurement, policy, and financing mechanisms – all building on our own journey of saving over US\$250 million through high-performance buildings.

### Climate positivity: The next frontier

As we progress toward environmental stewardship, we are evolving from climate neutrality towards climate positivity – a paradigm where our actions go beyond neutralizing emissions to actively creating a net environmental benefit. Climate positivity includes investing in regenerative practices and green innovations that restore ecosystems, sequestering more carbon than we emit, and strengthening the planet's resilience. At Infosys, we see this as a natural extension of our long-standing sustainability ethos. By embedding climate-positive thinking into our operations, products, and community programs, we aim to redefine what corporate climate leadership looks like in the coming decades. It's not just about doing less harm, but about doing more good.

As we look to the future, we remain committed to being a catalyst for positive change, proving that sustainable development is not just possible – it is essential.

Delivering value

# Manufactured Capital

### Material topics

- Green buildings / infra / data center efficiency
- Workplace transformation
- Green IT

### UN SDG mapping



Our Manufactured Capital includes our energy-efficient offices, data centers, innovation hubs, digital studios, and our technology infrastructure across the globe. Our infrastructure is modeled taking into consideration stakeholder expectations of our commitments towards climate change mitigation, judicious use of natural resources and preserving our environment.

With the highest-rated green buildings on our campuses and investments in collaborative tech infrastructure, we offer productive, safe, healthy and hybrid workplaces for our employees. We continue to push the boundaries and define new benchmarks in environmental sustainability.

### Performance highlights

New building design EPI

65 kWh/sq.m./p.a.

Radiant cooling solution patented in Europe and India

Radiflux

Majority of internal IT applications moved to public cloud infrastructure

Office space monitored through Infosys command center

38.5 mn sq.ft.

### Pushing the boundaries of energy efficiency

For a sustainable future, pushing the boundaries of energy efficiency in buildings is essential. Innovative design, advanced insulation, smart HVAC systems, and renewable energy integration are redefining possibilities. High-performance materials, passive solar techniques, and real-time energy monitoring reduce consumption and environmental impact. Net-zero and even energy-positive buildings are becoming viable goals. Emphasizing occupant comfort and health while minimizing resource use reflects a holistic approach to design. As technology evolves and awareness grows, we drive the ecosystem players – architects, engineers, and policymakers – to further stretch the limits of energy efficiency.

An integrated approach to design, implementation of innovative

technologies, and continuous performance monitoring and optimization have resulted in office buildings with an estimated Energy Performance Index (EPI) of lower than 65 kWh/sq.m. per annum. Every aspect of a building – from insulation to high-performance glass and shading, efficient mechanical and electrical systems to high-efficiency equipment with variable speed, building management system to granular performance monitoring of individual equipment – has been thoroughly studied for improvement in every new building that we design and construct across Infosys.

The lush green campuses of Infosys, equipped with world-class infrastructure, provides a unique experience for our employees. With about 29.7 million sq.ft. of the highest level of green building certification, Infosys’ leadership in high-performance buildings remains unrivaled. Our

efforts include developing super-efficient new buildings, retrofitting existing buildings, a sharp focus on innovation and continuous monitoring to achieve the highest levels of efficiency. Infosys’ building standards have set new global benchmarks.

### Embodied carbon as an essential benchmark

As a key stakeholder in the built environment, we recognize the urgent need to address embodied carbon – the emissions associated with building materials and construction processes. While operational efficiency has advanced, embodied carbon remains a significant contributor to climate impact. Life Cycle Assessment (LCA) is a critical tool for understanding and reducing these emissions, guiding smarter material choices and sustainable design strategies. By integrating LCA early in the design process, we can make informed decisions that align with climate goals. Leadership today means not only building efficiently, but responsibly, reducing embodied carbon to shape a resilient, low-carbon future.

LCA has been an essential indicator for all our new buildings in fiscal 2025. The LCA of our office buildings have been estimated in the range of 650 – 900 kg CO<sub>2</sub>e/sq.m.

### Green IT

InfosysIT has embedded sustainable practices across the life cycles of service design, operations, and disposal of IT assets.

### Data center efficiency

InfosysIT has taken up data center modernization as a strategic initiative. Density-optimized hyperscale

platforms, which provide cloud-scale agility and enable efficient resource use, have been deployed to deliver high-density server virtualization and consolidation across the enterprise. This initiative has delivered significant power savings. Subsequently, data center and server rooms across development centers were consolidated which resulted in a reduction of over 600 KW of electrical load in FY25.

InfosysIT continues to make focused investments in Data Center Infrastructure Management (DCIM) tools to get accurate visibility across the entire data center IT and Facility stack for continuous optimization and further consolidation.

### Infrastructure as code

Infrastructure as code is a transformational initiative towards enabling continuous deployment, continuous integration, and touch-less management of the life cycle of infrastructure components. This methodology overcomes the traditional challenges such as growing scale of infrastructure, elastic demand, speed and consistency of deployment and interdependence between teams. This initiative delivered significant number of playbooks for automating platform-related processes across hybrid cloud.

### AIOps-powered digital operations

InfosysIT has implemented an advanced AIOps platform equipped with a broad range of capabilities, including algorithmic noise reduction and context-aware notifications.

The digital operations suite delivers unified observability across both infrastructure and application layers, while also providing insights into capacity utilization and cost efficiency. It is designed to ingest and process large volumes of data

from diverse sources within the IT ecosystem. Leveraging AI, machine learning (ML), and deep learning (DL) algorithms, the platform identifies opportunities for remediation and optimization, driving operational excellence.

### Public cloud adoption

Majority of internal IT applications have been moved to public cloud infrastructure. All our employees have been enabled for cloud-based collaboration for messaging, presence, video, and other requirements. Additionally, cloud-based unified internet access and secure private access has enhanced hybrid work experience.

The shift to cloud has helped in optimizing the on-premises data center footprint and also to scale up the infra on demand and provision IT services seamlessly for all the new hires inducted into the organization.

### Impactful workplace design

Infosys continued on its workplace transformation journey, to adapt to the hybrid future-ready scenario. The principles of Infosys workplace strategy are focused on productivity, social connect, use of tech, health and wellness, sustainability and design for all. These are being followed in all new workplace designs of Infosys.

The new workplace designs align space with purpose, empowering people and teams to perform their best. We believe as work continues to evolve, so must our environments, making reimaged workplace design a catalyst for culture, innovation and long-term resilience.

Read more in our [ESG Report 2025](#).

Delivering value

Social and Relationship Capital

Material topics

- Client value
- Inclusive development
- Digital skilling

UN SDG mapping



Performance highlights

Infosys Prize winners since 2008

98

Lives empowered via Tech for Good programs

125 mn+

Learners enabled in digital skills

13.3 mn

Global CSR spends

₹628 cr

Beneficiaries of CSR projects in India

10 mn

Our Social and Relationship Capital guides us to bring the interests of our stakeholders to the fore. As enterprises focus on reshaping their businesses in the digital era, we are helping our clients drive transformation. Our social ambition focuses on serving the development of people by shaping a future with meaningful opportunities for all. We deliver on expectations of nurturing social innovations and enabling employability through skill training of communities.

Our global CSR efforts address challenges across education, skilling and livelihood training, healthcare, women empowerment, science and research, environmental sustainability and more.

Creating value for our customers

Digital transformation

We help our customers navigate their digital transformation journeys through our suite of services and solutions. Our digital architecture drives outcomes for enterprises across five areas – Experience, Insight, Innovate, Accelerate and Assure. Our experience of helping many clients through their digital transformation journeys has shown us that a Live Enterprise is one that is continuously investing in reinventing its operating model while reimagining customer transformations. Our clients count on our operating models to help navigate their next.

Details of our key customer services and solutions are available at <https://www.infosys.com/industries/>.

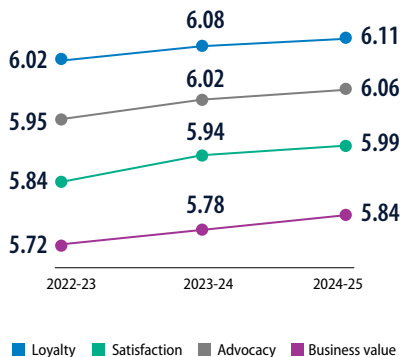
Client satisfaction

At Infosys, delivering value to our clients, is at the centre of everything we do. We conduct structured Annual Client Value and Quarterly Engagement surveys. These surveys are designed to enhance our understanding of our relationships with client organizations, prioritize

areas for improvement, and remain attuned to their evolving needs. According to our latest annual client survey, the overall client experience remains robust and has improved over the last year. An impressive 90% of our clients expressed satisfaction with Infosys.

Our strong client relationships, extensive technical expertise, scalability and strong execution capabilities continue to serve us well. Clients now have heightened expectations for Infosys engagements to positively impact their business outcomes. AI-led solutions, particularly those focusing on automation and operational efficiency, are emerging as significant opportunities.

Client satisfaction: Trend of key outcomes



Community

Springboard

Our ambition to serve the development of people by shaping a future with meaningful opportunities for all sums up our work with the community. Technology serves as a catalyst in this. Infosys Springboard is Infosys' flagship digital learning platform that empowers people with skills to be successful in the 21st century. Till date, we have reached 9.2 million people including employees, client's workforce, students, teachers and communities with digital skilling initiatives.

Tech for Good

The SightConnect mobile app, built in partnership with the Infosys Foundation and LV Prasad Eye Institute, leverages AI to revolutionize eye care accessibility and accuracy. AI-powered features include intelligent triaging through multi-lingual eye-test questionnaire and visual acuity testing. As of fiscal 2025, SightConnect has onboarded 1,75,000 patients, promoting proactive eye health management and timely treatment.

Infosys Foundation

In fiscal 2025, Infosys Foundation initiated the Education For Employment program. Working with 20+ partners, we have enhanced employability skills of thousands of youth, many of them being placed in jobs matching their skills. Our interventions through Avanti Fellows that preps students for entrance tests, and STEM Stars Scholarship for girl students, have helped them pursue STEM careers. The Foundation's sports tie-ups with Prakash Padukone Badminton Academy and GoSports Foundation brought many international and national medals.

Our health interventions with Kasturba Gandhi Hospital in Chennai and Sri Satya Sai Sarla Memorial Hospital near Bengaluru continued to cater to underserved mothers and children with top-class equipment and care. We also helped Ramakrishna Mission hospitals across India with advanced medical equipment.

We are committed to helping rural artisans and artists hold on to their traditions and crafts for sustainable livelihoods. We collaborated with Bharatiya Vidya Bhavan for Kala Dhvani, a unique arts extravaganza where 800+ artists showcased 60+ art forms from five states.

As part of our responsibility towards the planet, we have rejuvenated lakes, restored stepwells and over 2,00,000 seed balls made by Infosys volunteers have germinated into 40,000+ saplings.

Read more in the Foundation's annual reports at <https://www.infosys.com/infosys-foundation/about/reports.html>.

Infosys Foundation USA

Infosys Foundation USA is committed to expanding access to computer science and maker education for K-12 students and educators across the USA, while equally working to digitally upskill all learners for 21st century technology-enabled opportunities. Through its programming, signature initiatives and the two digital learning platforms of Infosys Springboard USA, the Foundation reached 1.1 million students and over 10,000 educators in fiscal 2025, taking the total number of students reached to over 26 million and educators to over 1.5 million since its inception. Read more at <https://www.infosys.org/infosys-foundation-usa/impact.html>.

CSR in EMEA region

At the World Economic Forum (WEF) on January 21st, 2025, Infosys and Street Child hosted a panel to address Education in Emergencies. The discussion emphasized the critical role of education in providing stability and hope during crises, essential for children's well-being.

CSR in APAC region

Infosys Springboard reached over 40,000 active learners and recorded 14,000+ learning hours.

Infosys Science Foundation

The Infosys Science Foundation awards the Infosys Prize that endeavors to elevate the prestige of science and research in India. Since 2024, the prize is being awarded to researchers who are 40 years or below across six categories: Economics, Engineering & Computer Science, Humanities & Social Sciences, Life Sciences, Mathematical Sciences, and Physical Sciences. Each Prize carries a gold medal, a citation, and a purse of US\$100,000. The work of the winners of the Infosys Prize 2024 included cutting edge research such as the discovery of time crystals, the proof of a 75-year-old math problem, and augmentation of human auditory sensing with artificial intelligence. Read more at <https://www.infosysprize.org/about-isf.html>.

Suppliers

Infosys' strategic initiative to accelerate decarbonization in its supply chain – focuses on key IT hardware manufacturing suppliers, prioritized by spend. This initiative is focused on securing detailed, forward-looking decarbonization roadmaps from these partners and enhancing supplier engagement on ESG.

Read more about our CSR efforts and suppliers in our [ESG Report 2025](#).