

# GenAI and Process Automation in Banking

## Infosys

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1.	Introduction	1
2.	Revenue Summary	1
3.	Key Offerings	1
4.	Delivery Capabilities	3
	Organization Capabilities	3
	Proprietary IP	3
	Partnerships	4
	Pricing	5
5.	Target Markets	5
6.	Strategy	7
7.	Strengths & Challenges	8
	Strengths	8
	Challenges	8
8.	Outlook	8

## About The Author

Andy assists both buy-side and vendor organizations in assessing opportunities and supplier capabilities across banking BPO, including core banking, payments, mortgages & loans, securities processing, KPO, and multi-process BPO.

In this key role, Andy assists both buy-side and vendor organizations in assessing opportunities and supplier capabilities across Banking services, including Core Banking, Payments, Mortgages & Loans, and Securities Processing. In these domains, Andy covers professional services, hosting, and BPS.



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## 1. Introduction

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Infosys has delivered services and core banking platforms to the financial services industry for 43 years. Financial services accounts for 450 clients out of a total of 1,860 clients and is Infosys' largest industry vertical, accounting for 28.2% of revenues. Infosys' financial services practice has 105k employees, out of a total workforce of 323k employees.

Infosys was a major early supporter and investor of OpenAI, donating \$1 billion in 2015. In 2024, Infosys started the AI-FIRST program. Since then, it has launched five AI-led platforms, four SLMs, 10 specialized models, and 300 AI agents. Infosys has completed 800 AI engagements to date.

## 2. Revenue Summary

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NelsonHall estimates that Infosys' 2025 full-year revenues from GenAI and automation services will be \$1.2bn, comprising:

- Consulting: 15%
- Design/Deploy/IT Services: 45%
- Managed services: 25%
- BPS: 15%.

## 3. Key Offerings

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Infosys' GenAI and process automation services focus on consulting, design, build, implementation, and operations services. Exhibit 1 lists Infosys' primary GenAI and process automation services.

### *Exhibit 1: GenAI and Process Automation Services in Banking*

#### Offerings

##### AI Strategy:

- Structured discovery approach
- AI-first maturity assessment
- Implementation patterns
- Poly-AI approach
- Responsible by design

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**AI Industry Blueprints: designed for the financial services industry**

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**AI Service Line Playbooks:**

- 25 service line playbooks with AI-first offerings
- Covers reimagined lifecycle, case studies, and demos

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**AI-first Software Engineering:**

- AI methodology for each stage of the lifecycle
- Integrated AI tooling blueprint
- Metrics and measurement
- Contextualized for different work types

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**Responsible AI Assessment: a structured approach to evaluate the risks and impacts of AI usage**

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**AI-first implementation:**

- Coding assistance
  - AIOps assistance
  - Learning assistant
  - Sales and marketing assistant
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Clients are adopting a model-agnostic approach to GenAI and Agentic AI to avoid vendor lock-in and maintain flexibility as the technology matures. Currently, a very low percentage of POCs move into production. To help clients move their pilots into production, Infosys supports the client in creating business sponsorship, identifying tangible value, and implementing change management.

Every client who buys BPS services from Infosys has AI and GenAI functionality embedded in their operations.

Clients buy services to support processes:

- Customer facing: 21% of revenues
- Core operations: 43%
- Administration and support: 27%
- Regulatory and compliance: 9%.

Over the next twelve months, Infosys intends to enhance its service offerings across the five pillars of its AI-platform framework:

- Accelerate software development by 30% to 50% by enabling its agents and employees to collaborate on software development across time zones
- Implement event-triggered actions and observability to reduce mean-time-to-resolution
- Deploy AI into business operations to reduce workforce requirements by 205% to 40%

- Deploy AI into contact centers to reduce average handling times by 30% to 50%
- Develop domain-specific personalized solutions and compliance-ready solutions using GenAI.

## 4. Delivery Capabilities

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### Organization Capabilities

Infosys has 24.1k FTEs working in GenAI and process automation services, which are delivered from a network of centers comprising:

- The U.S.: 13%
- Canada: 1%
- LATAM: 1%
- The U.K.: 5%
- The rest of EMEA: 10%
- India: 65%
- The rest of APAC: 5%.

Employees are delivering services in support of GenAI and process automation to clients, including:

- Consumer banking: 38%
- Commercial banking: 32%
- Capital markets: 27%
- Industry service providers: 3%.

Over the next twelve months, Infosys will:

- Train 90% of Infosys' employees on AI Aware, which provides a foundational knowledge of AI concepts
- Increase the number of Infosys employees trained on AI Builder from 25k to 50k. AI Builder enables employees to adapt and use AI models for specific business contexts
- Expand the number of specialists trained on AI Master to provide AI consulting to clients.

### Proprietary IP

Infosys' proprietary IP used for GenAI and process automation services includes:

- AI Ops: XtractEdge, a document AI platform
- Cognitive solutions include NLP, OCR, ML, deep learning, image, video, and text analytics
- Conversational AI suite: development platform for conversational AI solutions
- AI-first testing: QE solution that is part of Topaz

- FinXEdge: data-driven AI application suite to enhance POS and LOS solutions
- Agentic AI solutions
- Analytics workbench: provides integrated data and model management to accelerate the data lifecycle
- Applied AI cloud: a platform that merges AI, cloud, and analytics to maximize value from AI
- Cognitive Automation Studio: enables Bots to perform a range of enterprise tasks
- Cognitive Email Workbench: combines NLP intelligence with actions using RPA to respond to email inquiries
- Cortex: AI-based customer engagement platform
- Digital Foundry: Low-code/no-code solution
- Document Digitization: document digitization solution
- Enterprise Cognitive Platform: combines multiple AI apps to address various use cases
- Live Enterprise Automation Platform (LEAP): platform-centric approach to AMS services
- Living Labs: supports building solutions by contextualizing emerging technologies
- Quality Assurance Workbench
- Super Bot: orchestrates and manages a heterogeneous Bot landscape
- Video Analytics: identifies scenarios and objects in video content
- Intelligent RPA: a product-agnostic, managed service model for RPA and AI-based automation.

Over the next twelve months, Infosys will launch additional proprietary IP, including:

- Enhance AI-driven test automation frameworks and continuous testing for Infosys ERP Test Automation
- Expand the range of low-code/no-code offerings
- Enhance the efficiency of RPA solutions for origination, underwriting, and AML/KYC processing
- Adapt compliance offerings to new regulations such as the EU AI Act.

## Partnerships

Infosys partners with vendors, including:

- Microsoft
- Google
- NVIDIA
- IBM
- AWS
- Blue Prism

- Automation Anywhere
- UiPath
- Pega
- Open AI
- Salesforce
- ServiceNow
- Better.com
- Tableau
- Signzy
- Celonis
- Enate
- Glyph
- Digilytics
- Genesys
- nCino
- Appian
- Liveperson
- Workfusion.

## Pricing

Clients buy services based on a range of pricing structures:

- Fixed price: 41%
- FTE and T&M pricing: 45%
- Transaction-based pricing: 5%
- Gainshare or milestone achieved: 9%.

## 5. Target Markets

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Infosys' primary targets are banking institutions in North America, EMEA, and APAC. It has 205 GenAI and process automation services clients in banking, of which 80 buy BPM services, including:

- Tier-one and global banks: 65%
- Tier-two and regional banks: 29%

- Tier-three and local banks: 6%.

Below are two examples of Infosys' GenAI and process automation services engagements and the benefits achieved for clients:

### **Leading investment bank**

- Challenge:
  - Obtaining accurate information from 100k documents of varying formats
  - Inefficient keyword-based search
  - Long lead time and use of manual effort for query resolution
  - Compromised response quality due to conventional reliance on keyword searches
- Scope of services:
  - Embedded the generation of the underlying wealth management document repository to ensure the most efficient search
  - Embedded user query from Redis database
  - Build, test, deploy, and continuous improvement services
- Benefits:
  - Faster time to access information: < 6 seconds
  - Improved response accuracy: > 90% accuracy
  - Reduced workloads for 18K financial advisors
  - Queries handled per month: > 90k.

### **Large U.S. Financial Service Provider**

- Challenge:
  - Post-closing process legacy systems had multiple, incompatible systems and a high reliance on manual steps
  - Poor speed and low accuracy while performing the loan audit process, leading to increased cost of operations and reduced loan quality
- Scope of services:

Infosys implemented:

  - Data extraction and enrichment solution for automating the post-closing loan process
  - OCR-enabled AI engine to validate the extracted details from the source document and highlight the results for audit purposes
  - ML/AI Model for document classification, extraction, and validation

- Doc cluster-based digital post-closing checklist
- Text analytics/NLP to transform required fields
- Human-in-loop workflow model for final review
- Benefits:
  - Reduction in effort: 50%
  - Increase in STP: 50%
  - Reduction in cost of operations: 77%
  - Three-year savings: \$3.5m.

## 6. Strategy

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Infosys is helping all types of financial institutions accelerate their migration to AI-first digital operations. It employs a model- and product-agnostic approach with its clients, enabling them to adopt a suite of technologies that meet their specific requirements and maintain their flexibility to adapt as these emerging technologies mature.

To provide clients with access to the latest functionality, Infosys has invested in thought leadership, product partnerships, and service alliances. It will continue to do so, with a focus on developing pre-packaged AI and automation offerings, enhancing its accelerators, building low- and no-code offerings, and providing additional compliance offerings as new regulations emerge.

It will be growing its business over the next several years by:

- Employing a customer-centric, domain-driven approach to apply AI/GenAI to help reimagine customer journeys within financial services. It will continue applying AI adoption across the value chain using its AI adoption framework across SDLC, Tech Ops, Business Ops, and Contract Centers, using a platform-centric approach
- Continuous upskilling of its own employees on the latest AI technologies and tools. Providing customized training through a training-as-a-service model as per the client's requirements
- Expanding its consulting capabilities for GenAI, Agentic AI, and process automation by growing its industry-specific use case libraries and AI maturity assessments
- Embracing co-creation through BPX.ai and Exponential engineering practices
- Providing software engineering through AI/GenAI implementations, modular architectures, and continuous innovation to reduce delivery time and enhance quality
- Building GenAI solutions for covering segments including: commercial banking, consumer banking, cards, payments, risk, compliance, fraud detection, AML & KYC, client onboarding, and servicing.

## 7. Strengths & Challenges

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### Strengths

- Practices focused on building small language models (SLMs), specialized (fine-tune) models, a large portfolio of IP solutions, extensive libraries of use cases & Agents, domain blueprints, and templates
- Experience crafting custom value propositions for large regional institutions and clients with varying demands
- Alliances with clients and academia to solve operations problems.

### Challenges

- Building valid data models and benchmarks for AI that apply to the BFS industry
- Develop more productized offerings to scale presence with regional and local banks.

## 8. Outlook

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Infosys has a GenAI and process automation services business that delivers AI-first services and platforms to banking institutions, enabling them to transform their operational delivery and enhance customer engagement. It has deepened its portfolio of AI-driven services through its proprietary solutions and platforms, expanded the range of product partners it works with, and broadened the range of offerings it delivers. It is developing a set of agentic AI offerings. It is heavily investing in skills and systems for GenAI and Agentic AI.

NelsonHall estimates that Infosys' GenAI and process automation services revenues will grow by 10% per year over the next three years. If it successfully builds GenAI offerings that are prepackaged industry solutions and Agentic solutions, it should be able to grow its business by an additional 5% per year.

## About NelsonHall

NelsonHall is the leading global analyst firm dedicated to helping organizations understand the “art of the possible” in digital operations transformation. With analysts in North America, Europe, and Asia Pacific, NelsonHall provides buy-side organizations with detailed, critical information on markets and vendors (including NEAT assessments) that helps them make fast and highly informed sourcing decisions. For vendors, NelsonHall provides deep knowledge of market dynamics and user requirements to help them hone their go-to-market strategies. NelsonHall conducts rigorous, primary research and is widely respected for the quality, depth, and insight of its analysis.

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