

INVESTOR

PRESENTATION

SAFE HARBOR

Certain statements in this presentation concerning our future growth prospects, our future financial or operating performance, 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 amount of any additional costs, including indemnities or damages or claims, resulting directly or indirectly from the McCamish cybersecurity incident and the outcome and effect of related litigation. 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, 2024. 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



Industry Context and Infosys



Client Centric Strategy



Generative AI - TOPAZ



Financial Performance



Shareholder Value Creation



Environmental, Social & Governance (ESG)



COMPANY OVERVIEW

ABOUT INFOSYS

STRONG REVENUE GROWTH

5-year CAGR at 8.6%
Doubled \$100M+ clients since FY18
US\$19.3 bn FY25 Revenue



Return on Equity (ROE)
29.0%



OPERATING PROFIT / MARGIN
US\$4.1 bn / 21.1%



EMPLOYEES
323K+ with
39% women



FREE CASH FLOW
US\$4.1 bn



**STRONG AND DEBT FREE
BALANCE SHEET**
Consolidated cash & investments
US\$5.6 bn



STRATEGIC CLIENT RELATIONSHIPS

Digital partner-of-choice for clients



MARKET CAP
US\$75.8 bn*



Data as of FY25

5 * Market Cap on 31-Mar-2025

We are a

GLOBAL COMPANY...

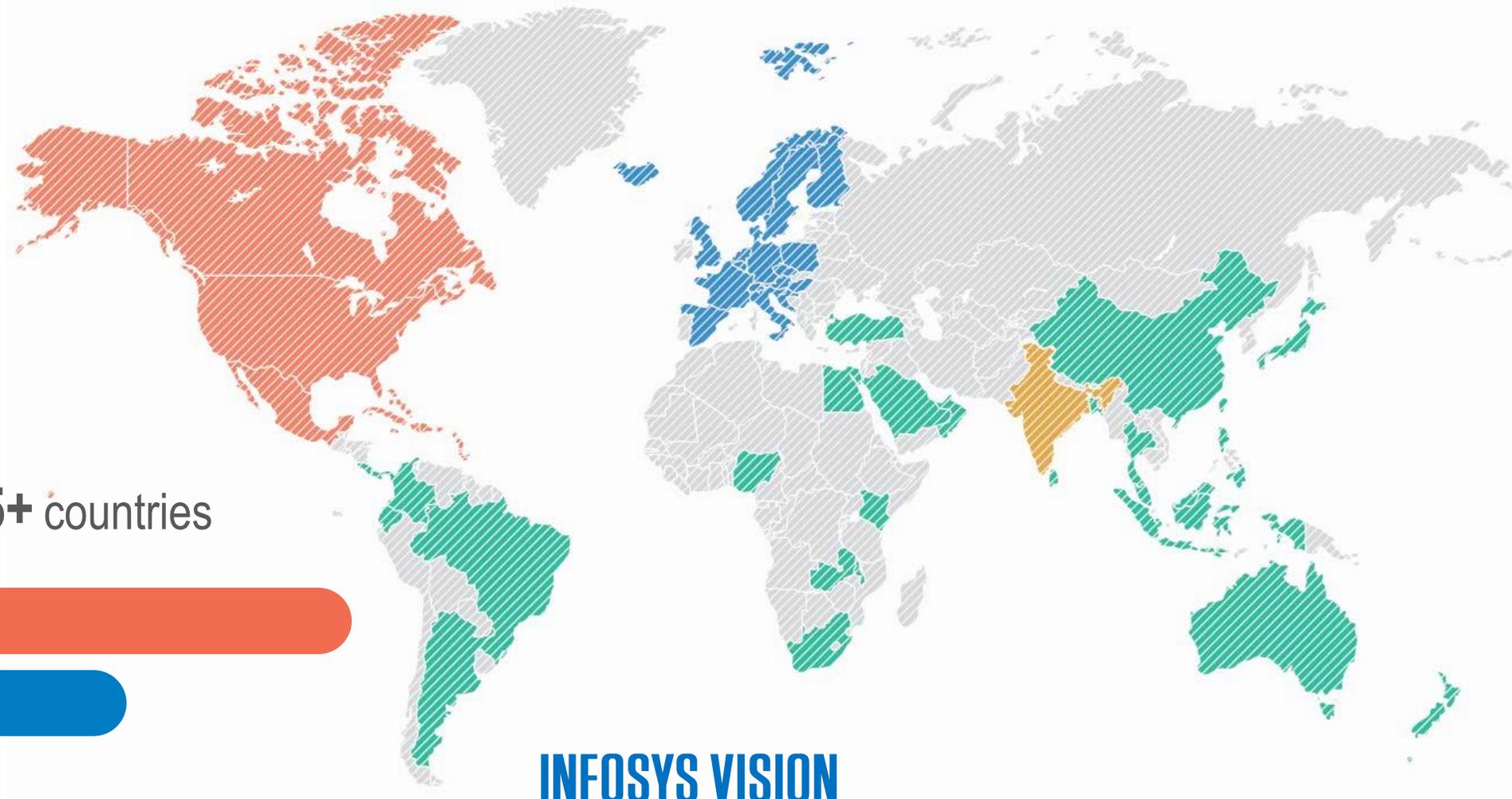
A global company with presence in **55+** countries

North America **57.9%**

Europe **29.8%**

Rest of World **9.2%**

India **3.1%**

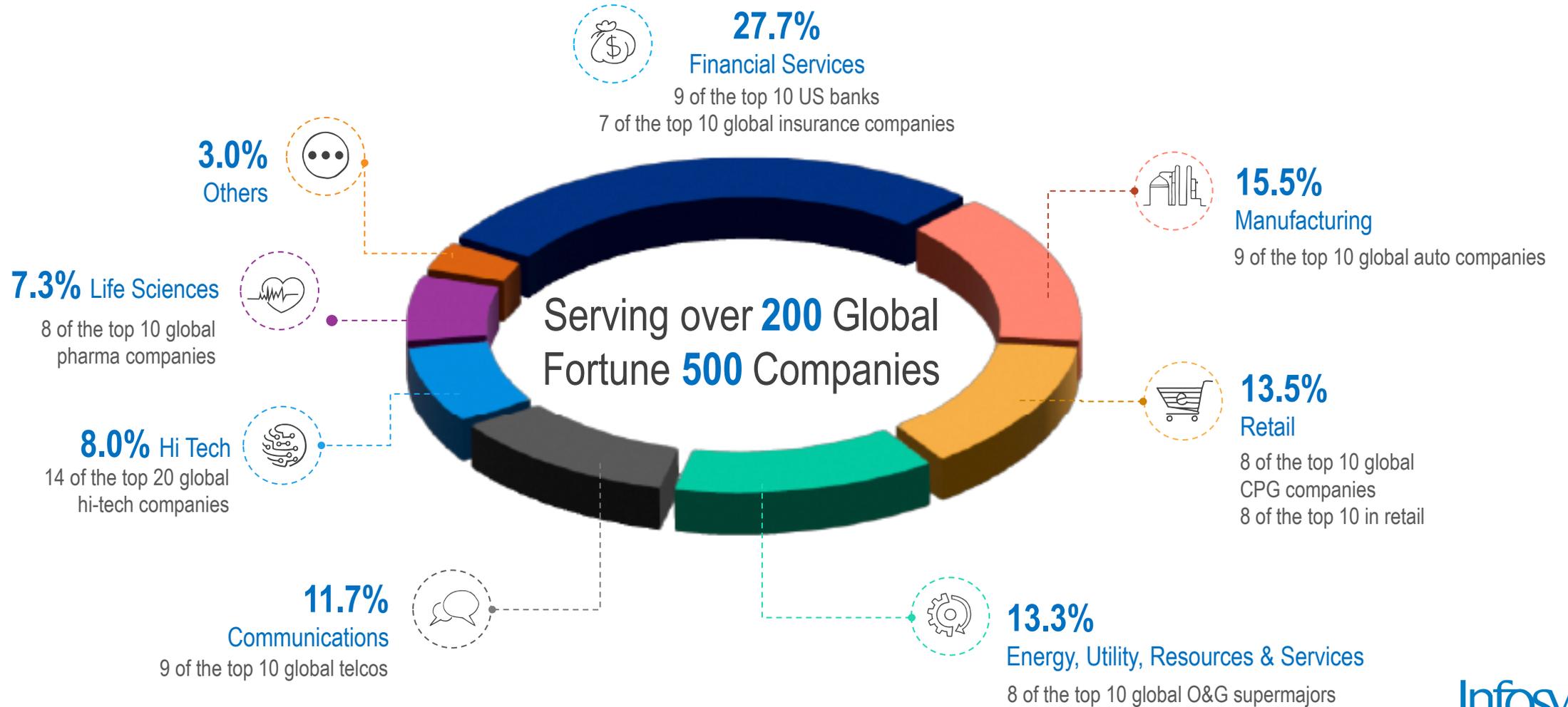


INFOSYS VISION

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

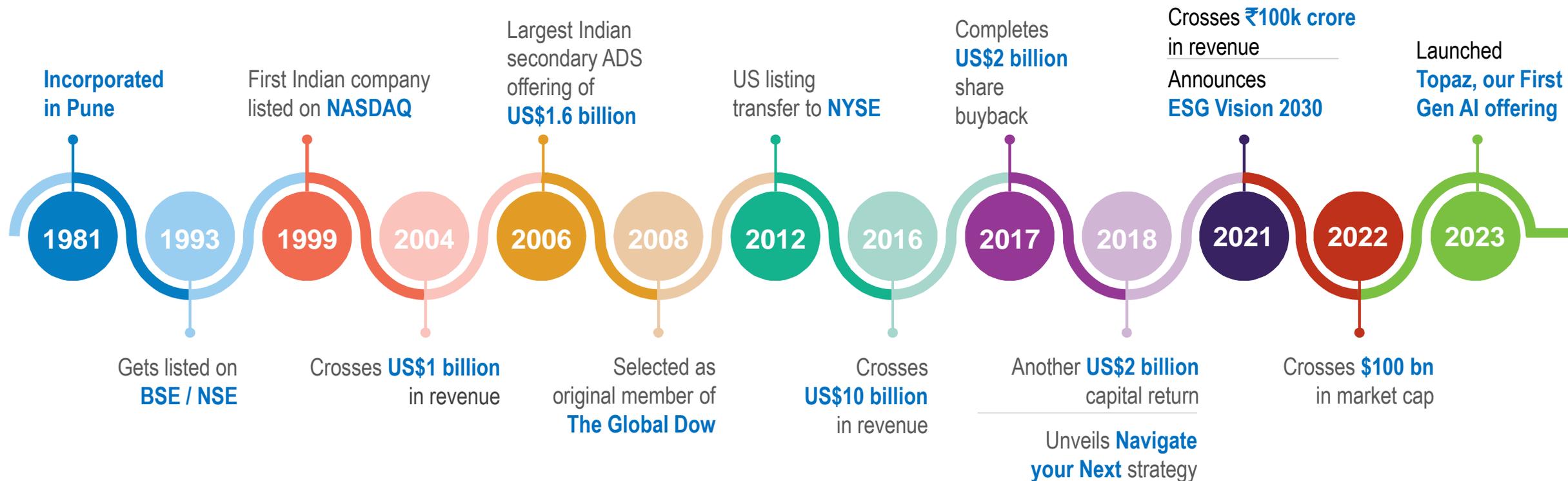
...DEEPLY INTEGRATED

with the global economy and market leaders

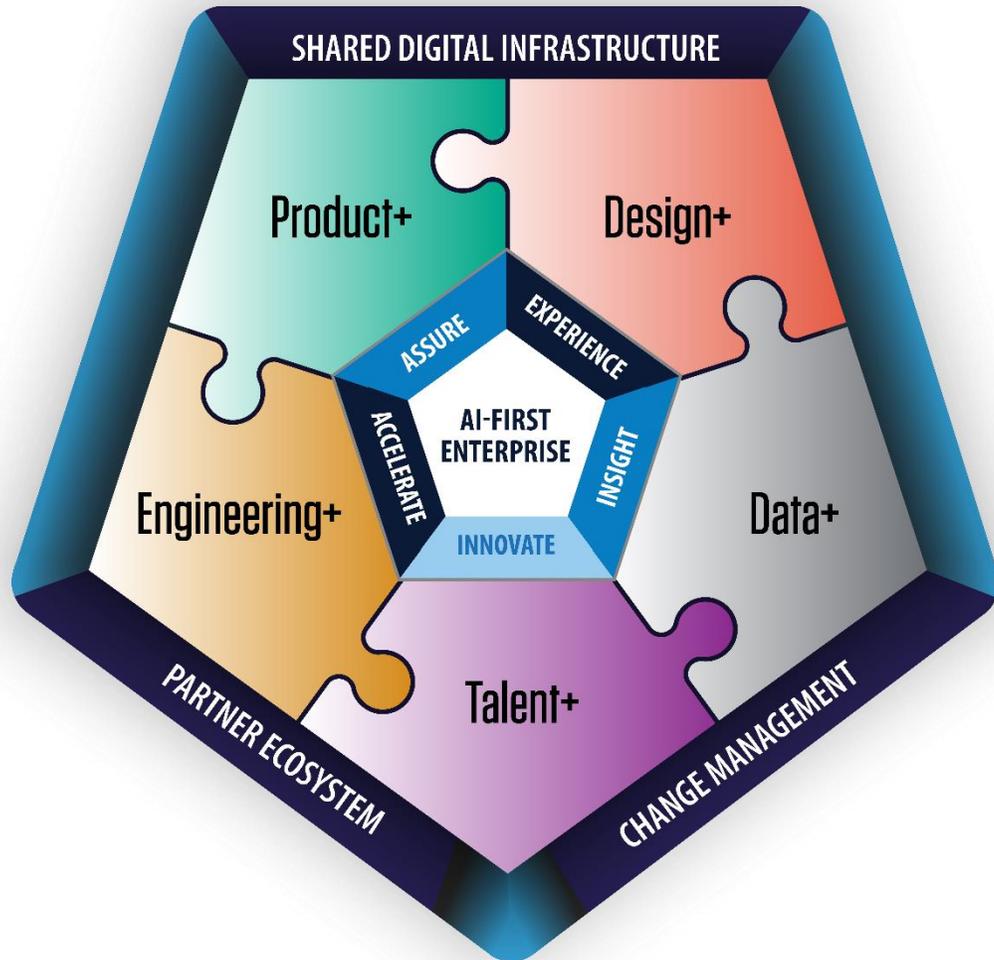


We are a pioneering company with

MANY FIRSTS



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

BUILDING BLOCKS

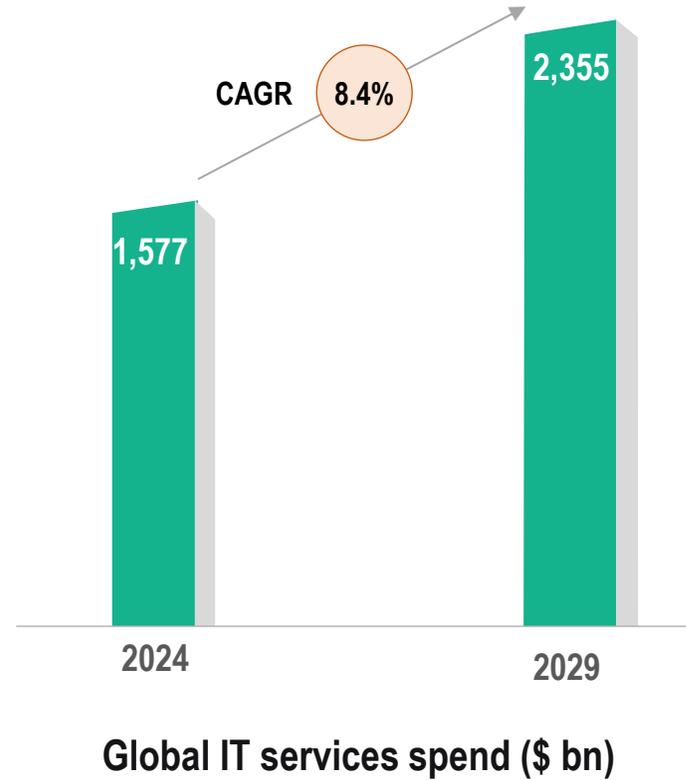
to create
Shareholder Value





INDUSTRY CONTEXT AND INFOSYS

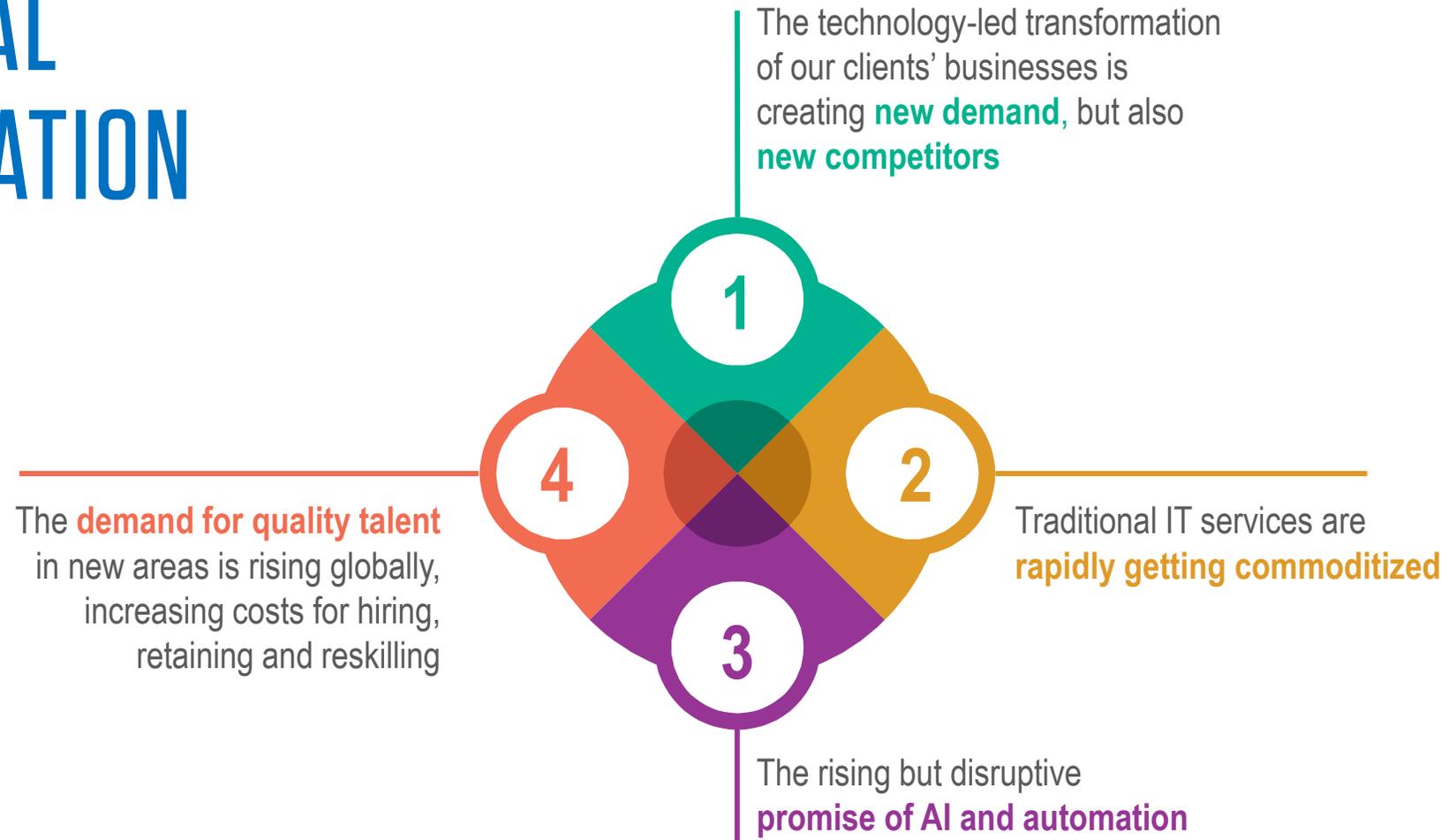
Large and growing MARKET



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

We are implementing our strategy in a context that is witnessing

FUNDAMENTAL TRANSFORMATION



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



CLIENT CENTRIC STRATEGY

STRATEGIC ELEMENTS



Continued focus on client relevance and execution



Scale
cloud
business

Cloud advisory, data on cloud, cloud security, SaaS, PaaS, IaaS and private cloud



Continue
intensity in
Digital

Expanding capabilities to support client in their digital transformation journeys



Next
generation
seeding

Investment in digital natives, new geos and new tech areas



Gen AI,
automation,
modernization

To be a navigator for our clients as they ideate, plan and execute their advanced automation journeys



People
care and
development

Strengthening our human capital & employee value proposition for the newer contexts of work



Strategic elements-

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

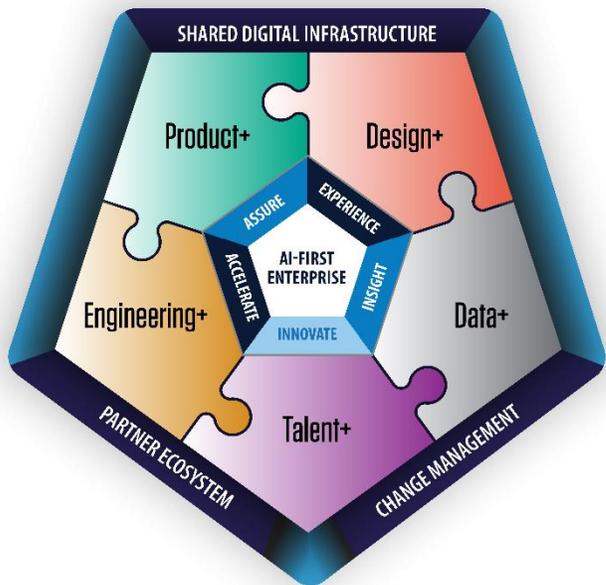


Strategic elements-



CONTINUE INTENSITY IN DIGITAL

Market leading capabilities: Proprietary Tools and Offerings



Data,
analytics, AI

Enterprise
tech

Digital
engineering
services

IoT

Cybersecurity

Experience

Key Highlights

Infosys recognized as Leader in

- The Forrester Wave™: Modern Application Development Services, Q1 2025
- Custom Application Development Services PEAK Matrix® Assessment 2025 by Everest Group
- IDC MarketScape: Worldwide SAP Implementation Services 2025 Vendor Assessment
- HFS Horizons: Generative Enterprise Services, 2025



Strategic elements- **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 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

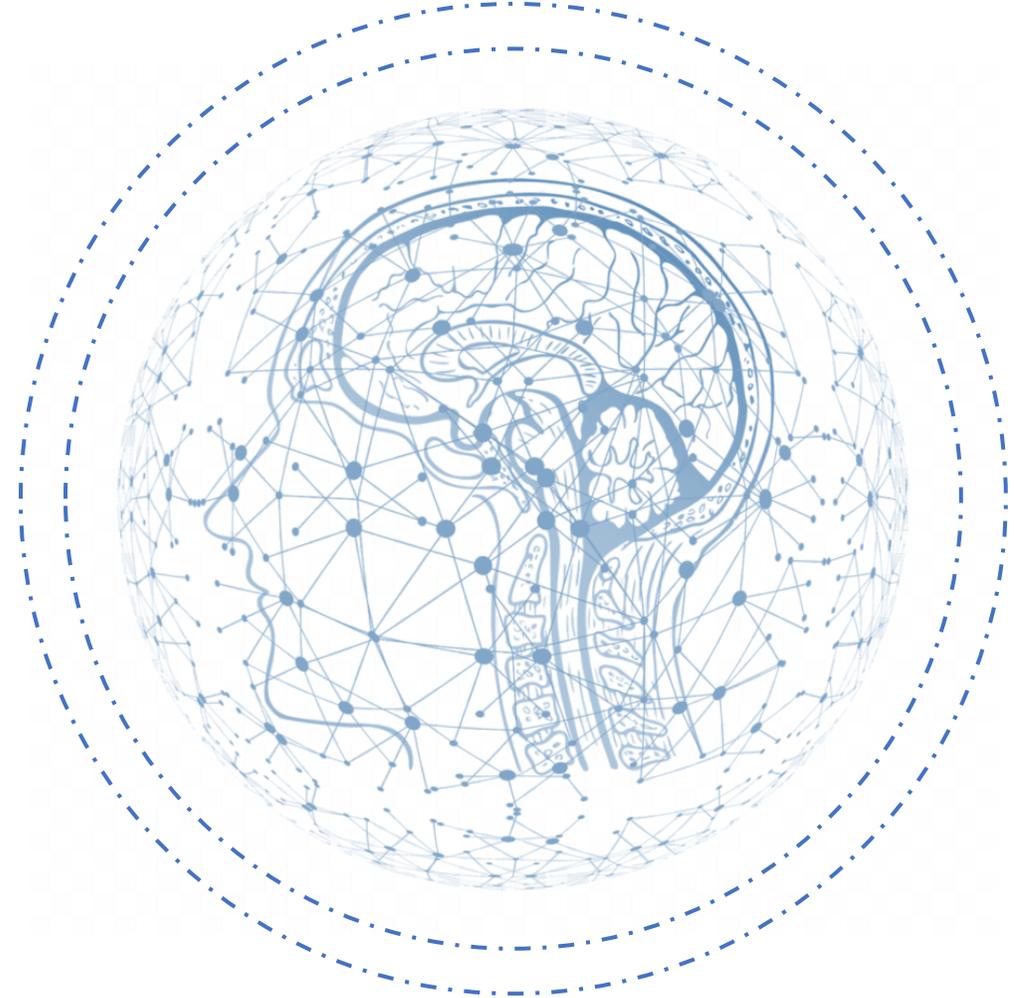
Key Recognitions

- 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**



Strategic elements-

GEN AI, AUTOMATION AND MODERNIZATION



Next generation BPM

Advanced ADM

- Bridge between core services and digital/cloud

Modernization

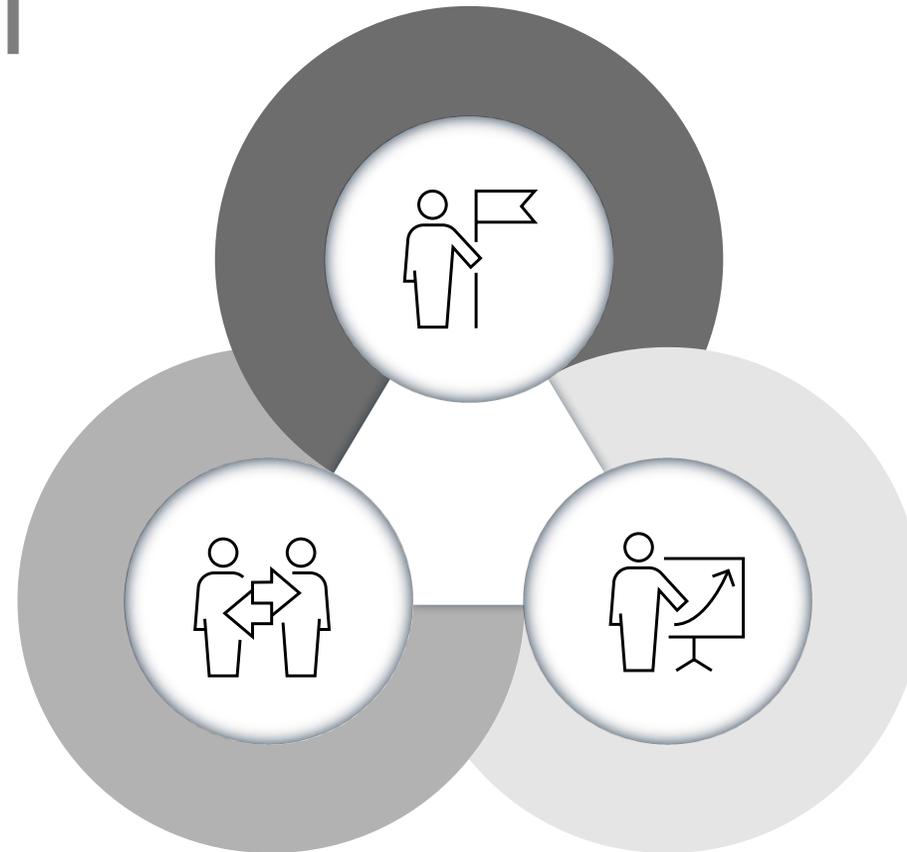
- Zero Disruption Modernization

AI, machine learning, automation

- Automated intelligent processes
- Low touch, high impact ecosystem



Strategic elements- **PEOPLE CARE AND DEVELOPMENT**



Enhanced employee engagement

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

Faster and predictable career progression

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

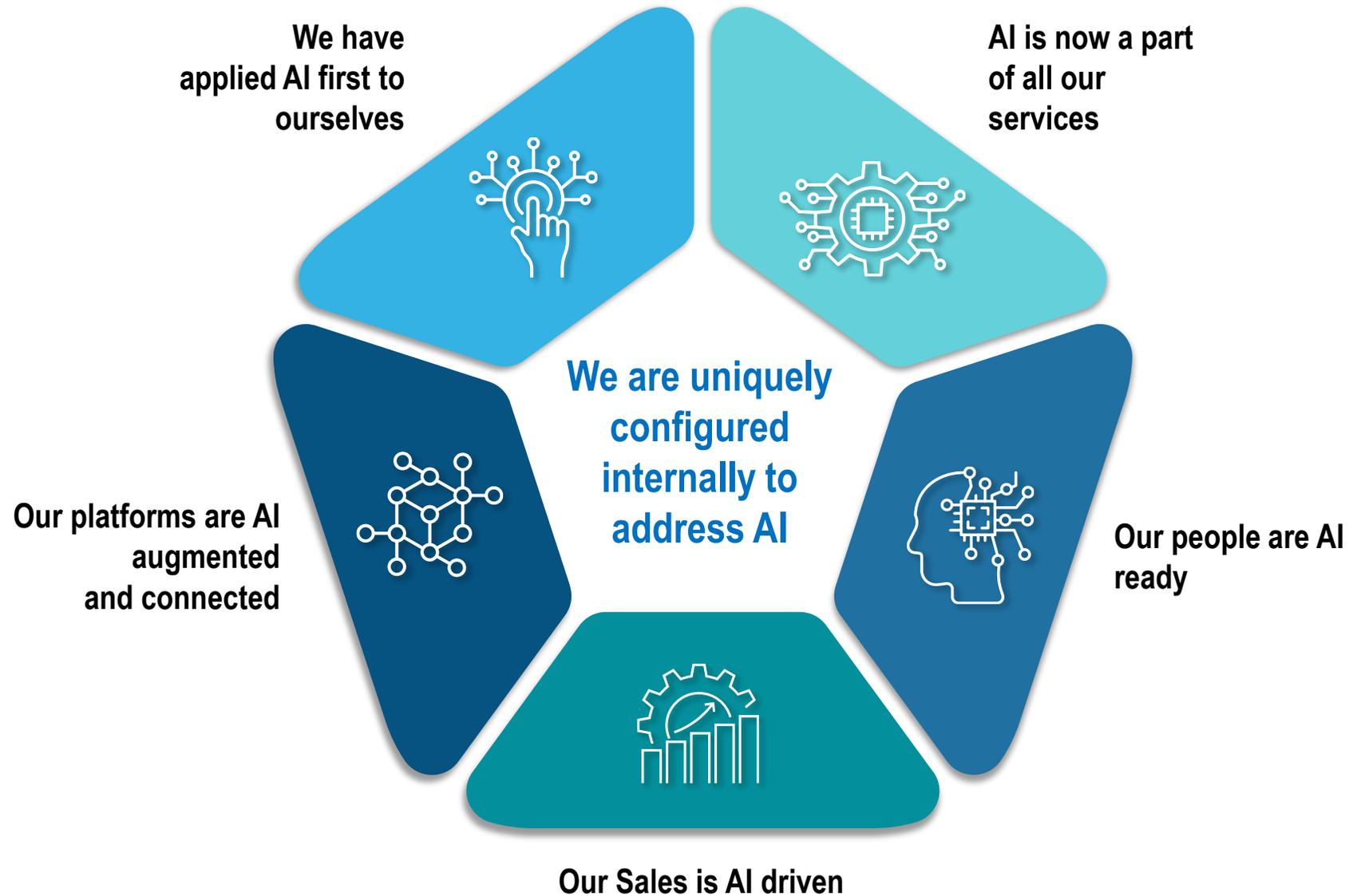
Extensive re-skilling for all

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

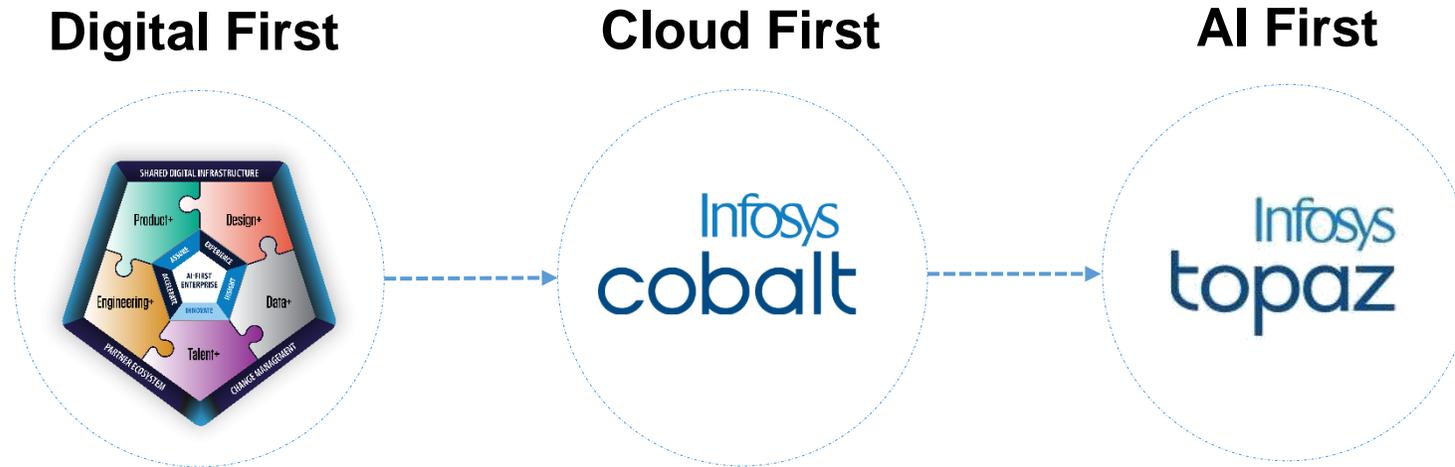


GENERATIVE AI - TOPAZ

BUILDING AN AI FIRST ENTERPRISE



MARKET LEADERSHIP IN GENERATIVE AI



- 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
 - Infosys received ISO 42001:2023 Certification for Artificial Intelligence Management System
 - While only 2% are ready, most companies expect productivity gains of 10-40% with Enterprise AI: Infosys Research
 - 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



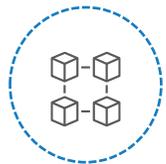
Generative AI



AI Hyperscalers



AI Vision



AI Startups



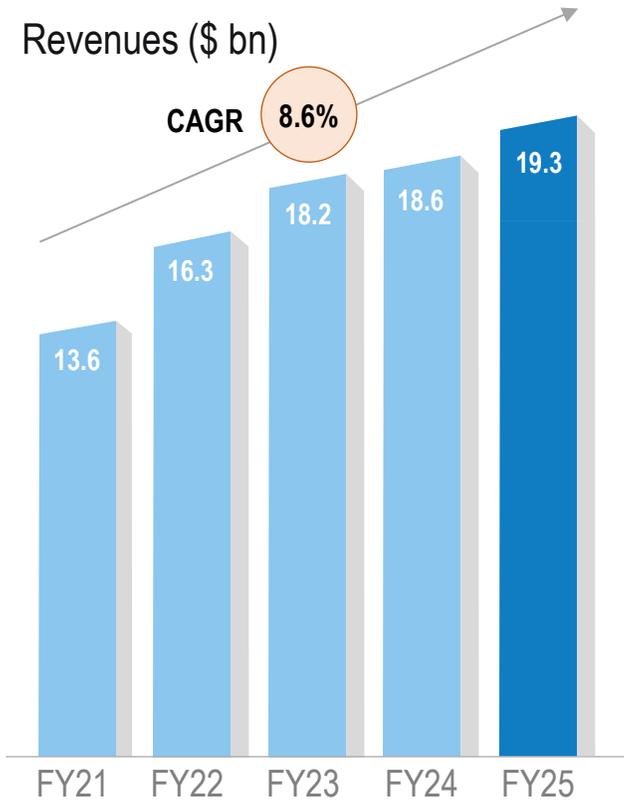


FINANCIAL PERFORMANCE

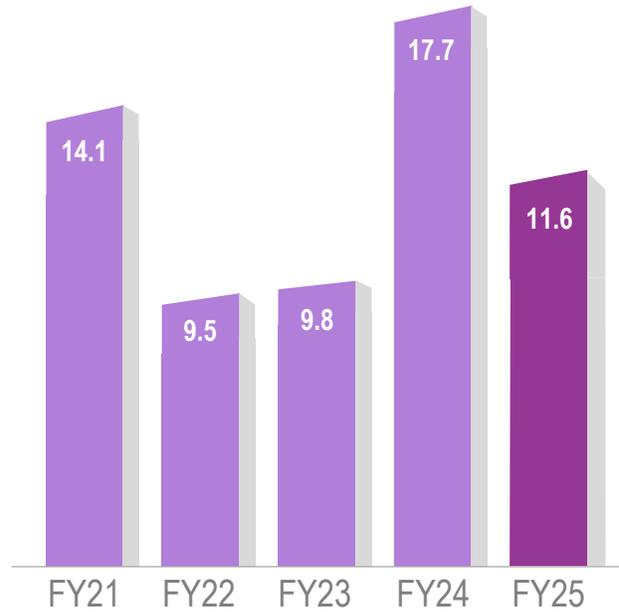
Strong

FINANCIAL TRACK RECORD

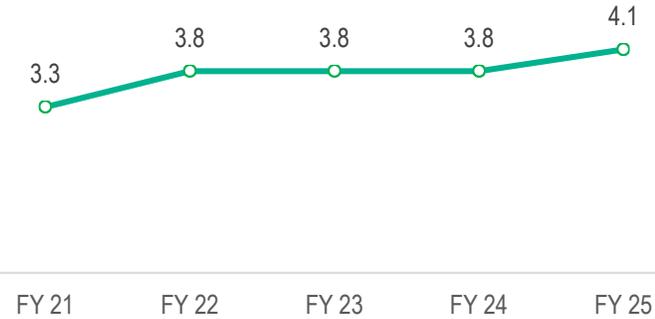
Revenues (\$ bn)



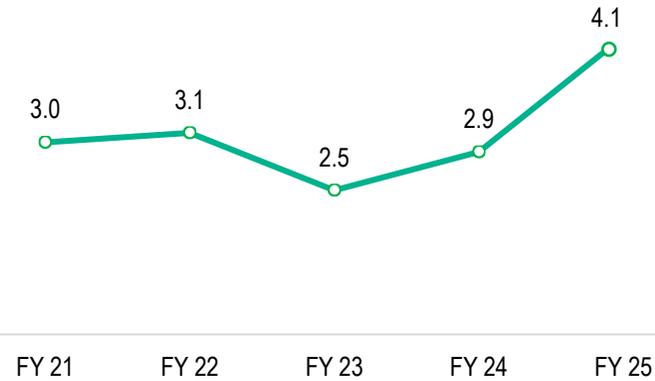
Large Deal (\$ bn)



Operating Profits (\$ bn)



Free Cash Flow (\$ bn)





SHAREHOLDER VALUE CREATION



TSR focused

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[^]

Infosys' TSR since Jan'18 vs key peers* is in Top Quartile

[^] Includes proposed final dividend for FY25 to be approved in upcoming AGM

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

STRUCTURED APPROACH

to creating investor value



1 Growth with strategic investments



Scale Agile Digital with key investments

Go-to-market
localization
capabilities

Infosys Compaz is JV with Temasek

Hipus is JV with Hitachi, Panasonic and Pasona

Stater is JV with ABN AMRO

2 Inorganic moves aligned to strategy



Invest in inorganic moves to expand client relevance

Acquisitions



Joint Ventures



3 Progressive capital allocation



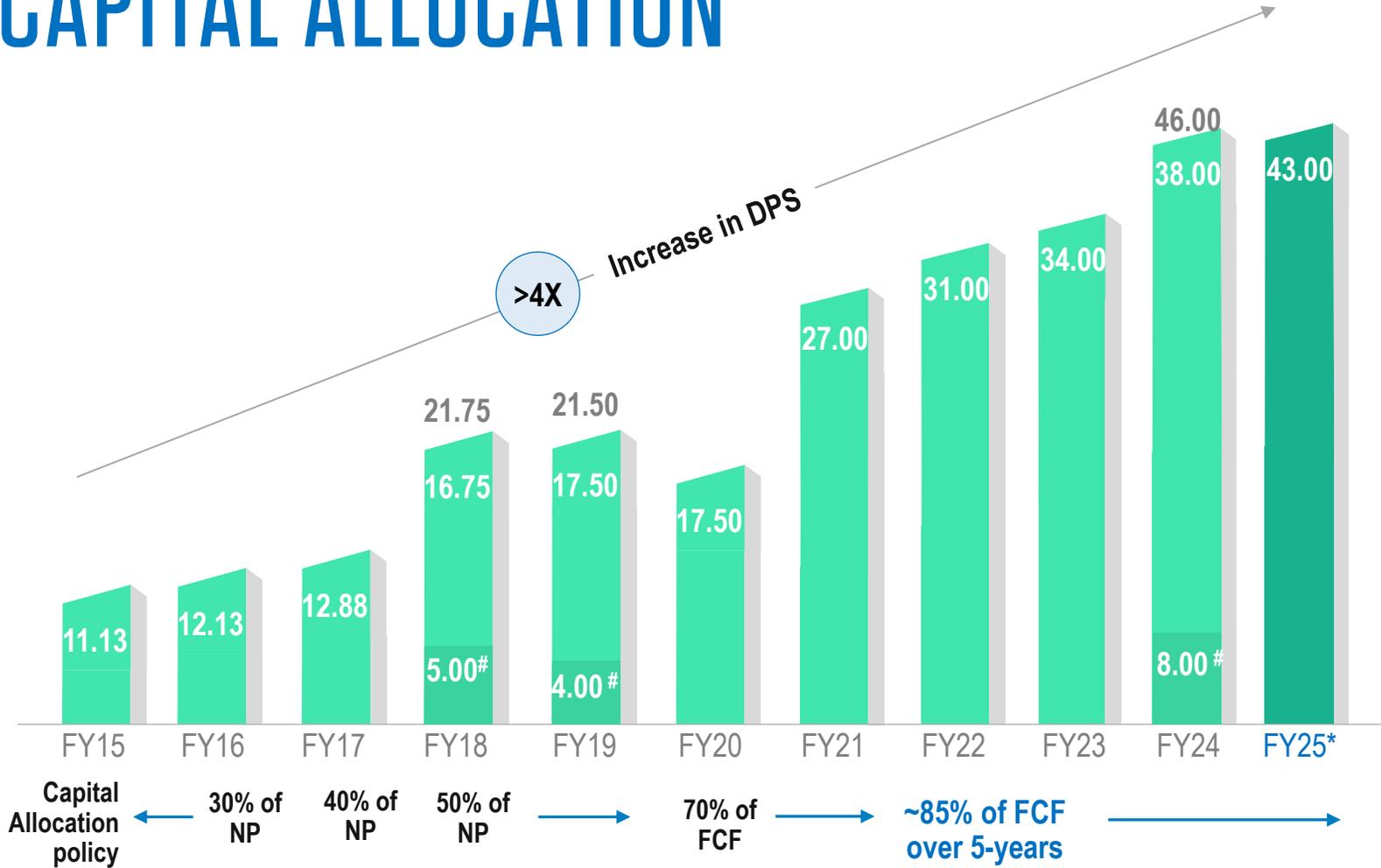
Returned 85% of free cash flows cumulatively over a 5-year period (FY20-FY24)

Expects to return

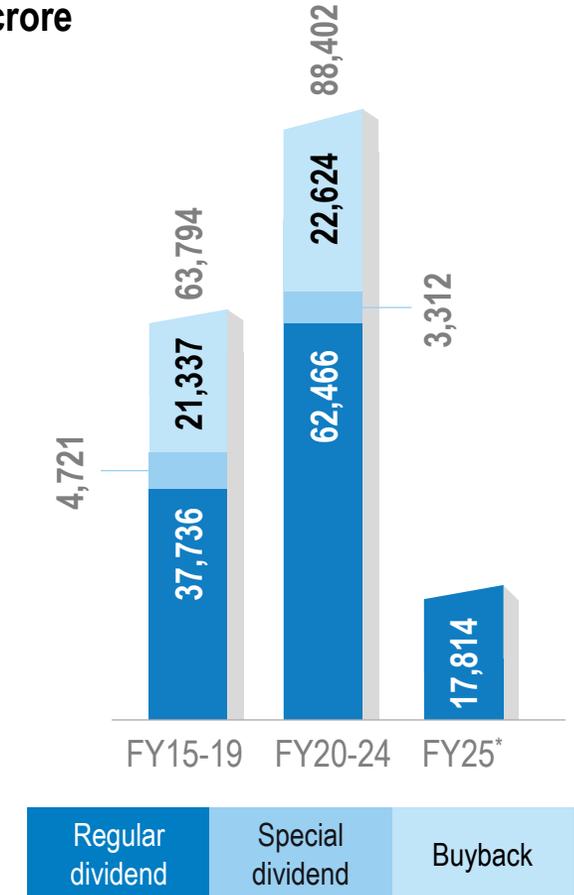
~85% Free cash flow
cumulatively over FY25 - FY29

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

CAPITAL ALLOCATION



Capital returned⁽²⁾ to shareholders
₹ crore



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.

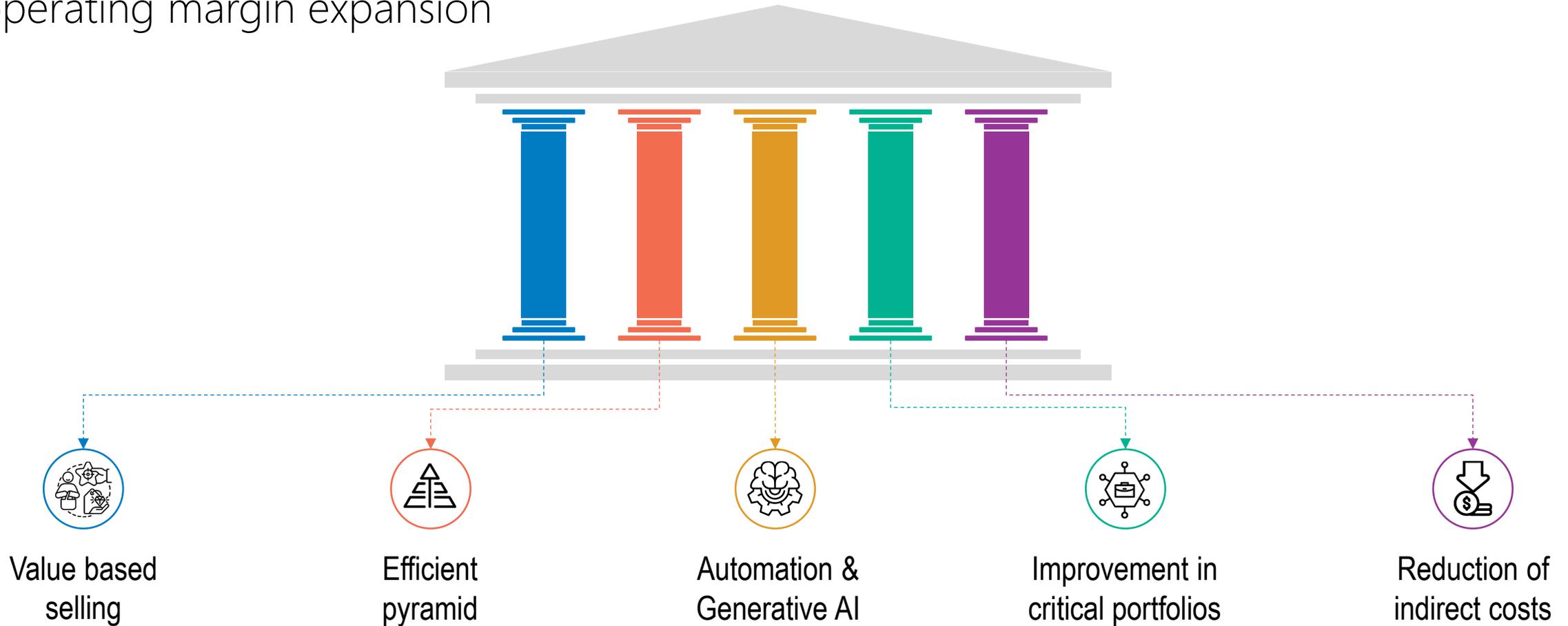
⁽²⁾ Dividend amount is inclusive of Dividend Distribution Tax, as applicable. Buyback amount includes buyback tax

* Includes proposed final dividend for FY25 to be approved in upcoming AGM

Special dividend

PROJECT MAXIMUS

To drive medium term operating margin expansion





ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

BENCHMARK

Corporate governance and compliance practices

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

**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

Promoting Diversity,

CARING FOR

Society and Environment

Environmental sustainability

[Read more](#)

Carbon Neutral for the fifth year in a row

Awarded the prestigious UN Global Climate Action Award (Category: Climate Neutral Now) – 2019-20

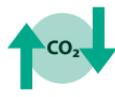
Pillars of our carbon neutrality commitment



Energy efficiency



Renewable energy



Carbon offsets



Social Impact

Infosys Foundation

Impactful projects delivered in health, education, arts and culture, women's empowerment, sustainability, destitute care and rural development

[Read more](#)



Infosys Science Foundation

Elevate the prestige of science and research in India and inspire young Indians to choose a vocation in research

[Read more](#)



Infosys Foundation USA

Expand access to computer science and make education for K-12 students and educators across the USA

[Read more](#)

Diversity



22%
Women

Board members

39%

Women employees

Employees
from 156
Nationalities

ESG VISION 2030

Shape and share solutions that serve the development of businesses and communities



Environment Vision

Serve the preservation of our planet by shaping and sharing technology solutions



Social Vision

Serve the development of people by shaping a future with meaningful opportunities for all



Governance Vision

Serve the interests of all our stakeholders by leading through our core values



Environment Ambitions

Climate change

- Carbon neutrality across Scope 1, 2 and 3 emissions
- Reducing Scope 1 and 2 GHG emissions by 75%
- Reducing Scope 3 GHG emissions by 30%
- Engaging clients on climate actions



Water

- 100% wastewater recycling



Waste

- Zero waste to landfill



Social Ambitions

Enabling digital talent at scale

- Extending digital skills to 10mn+ (2025)



Tech for good

- Empowering 80 mn+ lives via tech for good programs (2025)



Diversity and inclusion

- Creating a gender-diverse workforce with 45% women



Energizing local communities

- Delivering 33% of work by leveraging flexible/remote work options



Employee wellness and experience

- Facilitating best-in-class employee experience



Governance Ambitions

Corporate Governance

- Empowered, diverse and inclusive Board
- Sustainable supply chains
- Robust compliance and integrity practices
- Transparent communications with stakeholders



Data privacy

- Leading data privacy standards



Information management

- Industry leadership in our information security practices

RECOGNITIONS

and Accolades

#1

Received multiple recognitions at **The Asset ESG Corporate Awards 2024** including Platinum Award for Excellence and Best Investor Relations Team

#3

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

#5

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



#2

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

#4

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

#6

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

Conclusion



Free cash flow at **\$4.1 bn, 129%** of
Net Profit in FY25
Strong large deal TCV of **\$11.6 bn**
Margins at **21.1%**, up 50 bps



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



THANK YOU

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