

Accelerating Shareholder Value and ESG 2030

Nilanjan Roy – Chief Financial Officer

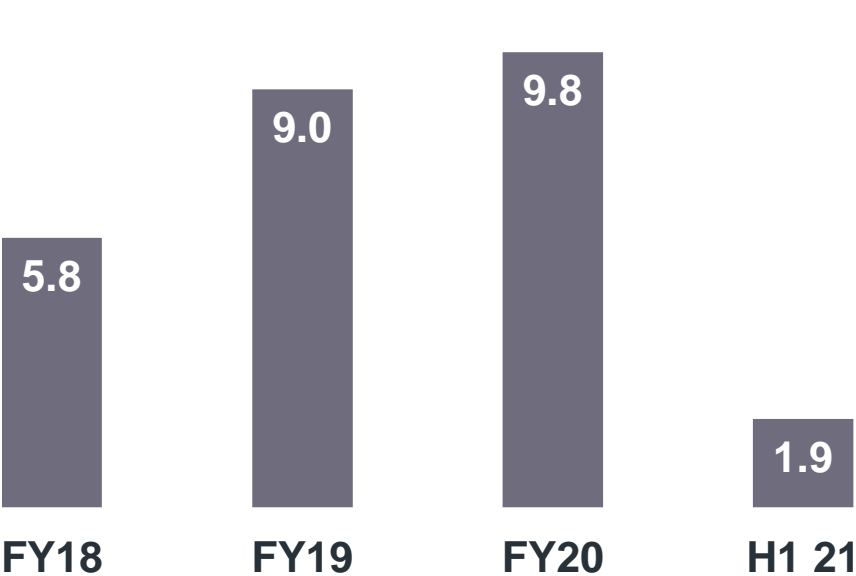
**Being Resilient
That's Live Enterprise**

Safe harbor

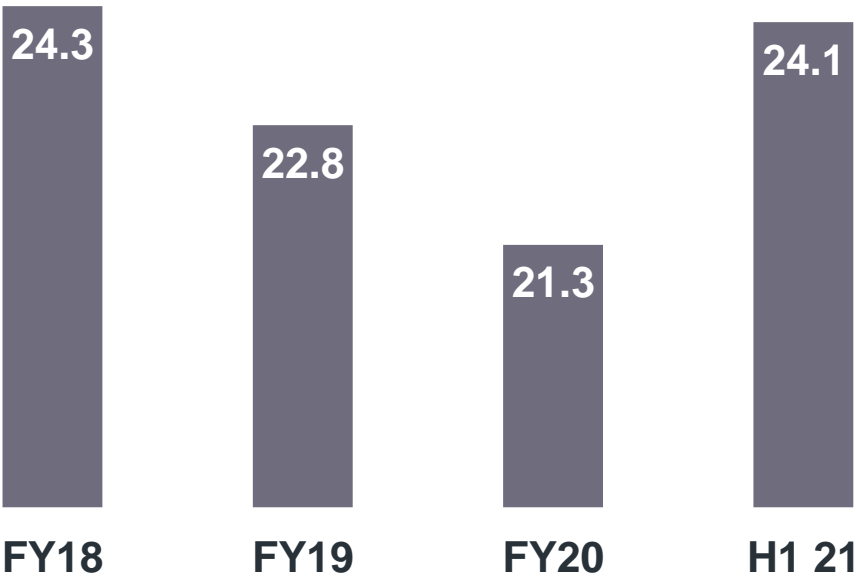
Certain statements in this presentation concerning our future growth prospects, financial expectations and plans for navigating the COVID-19 impact on our employees, clients and stakeholders are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results 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 COVID-19 and the effects of government and other measures seeking to contain its spread, risks related to an economic downturn or recession in India, the United States and other countries around the world, changes in political, business, and economic conditions, 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, unauthorized use of our intellectual property and general economic conditions affecting our industry and the outcome of pending litigation and government investigation. 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, 2020. 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.

Resilient performance despite unprecedented situation

Revenue growth % YoY (CC terms)



Operating Margin %



Cost management during COVID

Cost deferrals

- Salary Hikes
- Promotions
- Recruitment freeze

▲
Temporary

Cost reduction

- Travel & Visa
- Facilities expenses
- Professional charges
- Brand building

▲
Semi- Permanent

Strategic cost levers

- AI & Automation
- Onsite mix
- Pyramid
- Subcon cost
- Operating leverage

▲
Permanent

Strategic cost levers – AI & Automation



Eliminate ▶ Eliminate non value tasks
Address root causes of failures



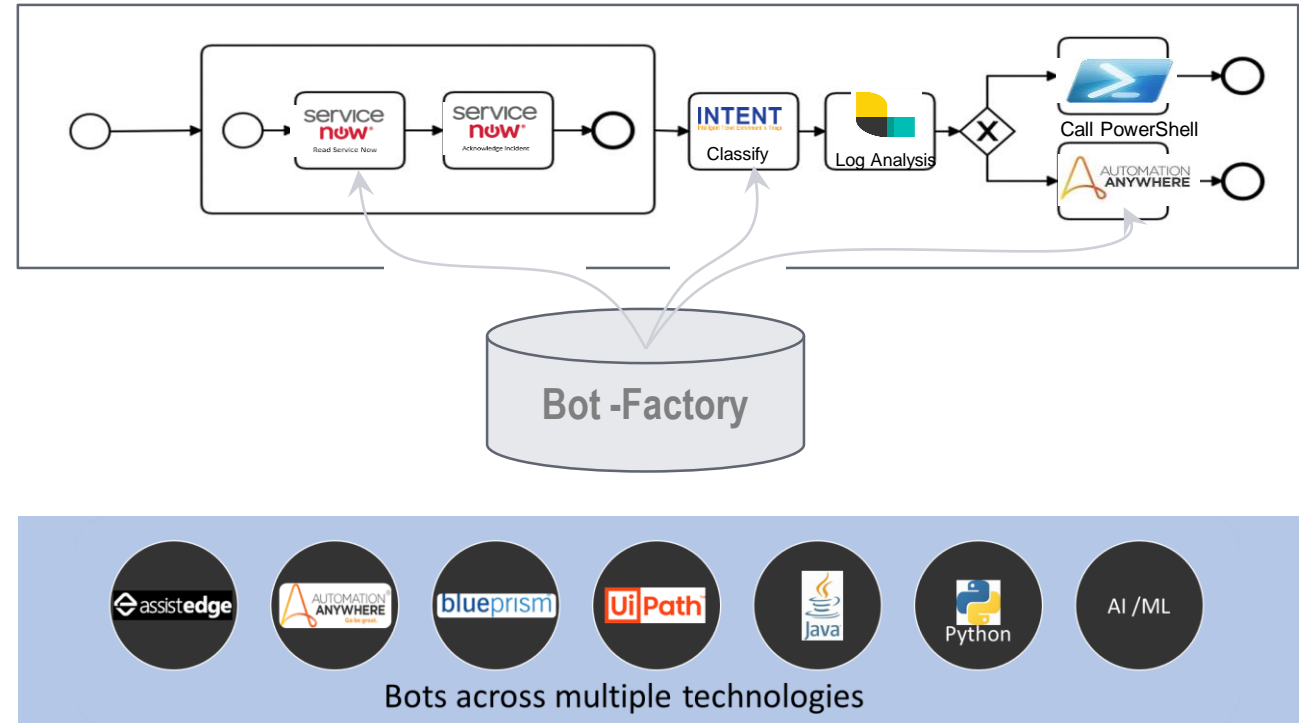
Optimize ▶ Reduce wastage to have efficient processes



Automate ▶ Automate to reduce human interventions & time to market

>20,000
FTE repurposed
in last 3 years

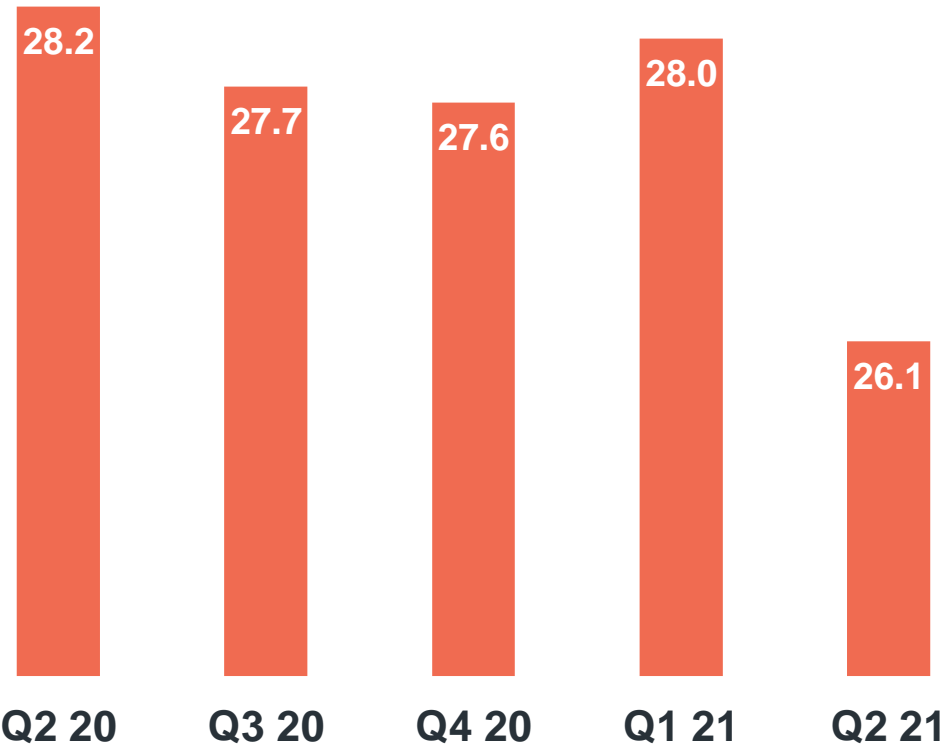
Next Gen Automation – BOT Factory



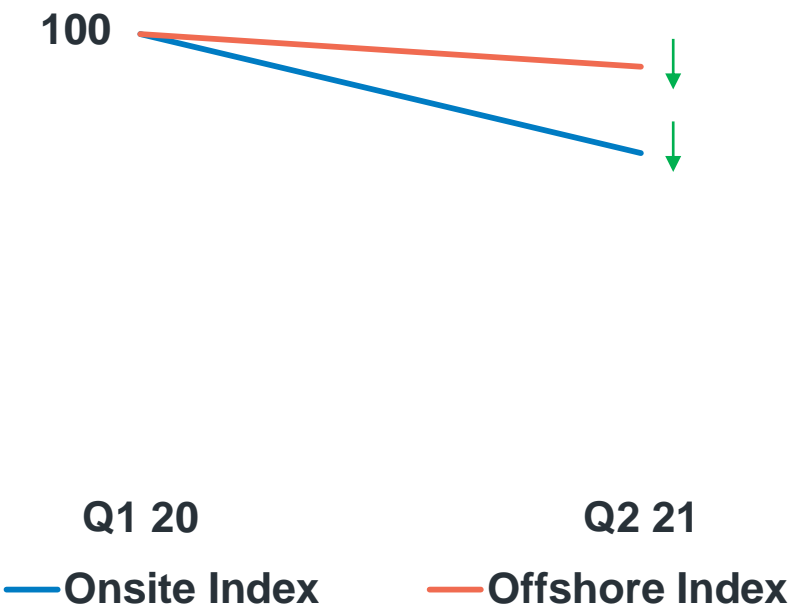
~ 3,000
Micro Bots Built

Strategic cost levers – Onsite mix & Pyramid

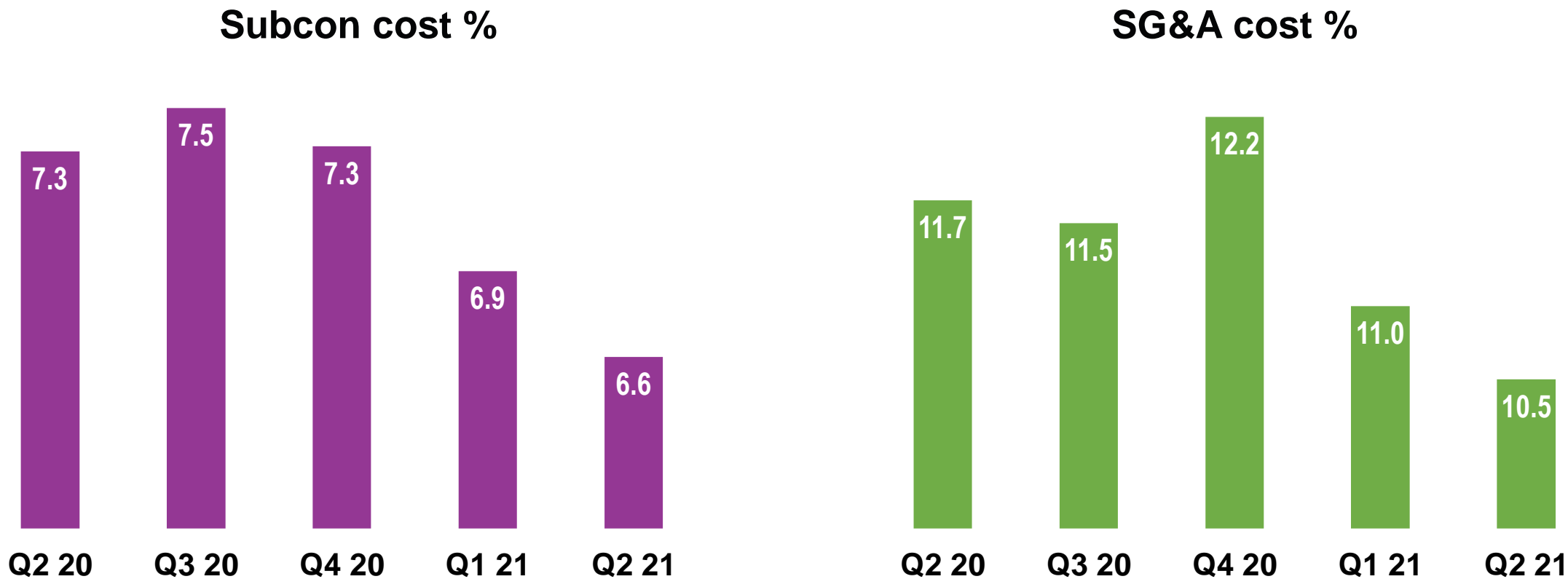
Onsite Mix %



Pyramid



Strategic cost levers – Subcon cost & Operating leverage



**Total Strategic Cost Levers benefits - Surpassed target cost optimization of \$150Mn in FY20;
On track for higher savings in FY21**

Cost Dynamics – Future remote working



Talent availability



Onsite mix/ near-shoring



Pyramid at Hubs



Travel spend



Infrastructure and facilities



Technology spend

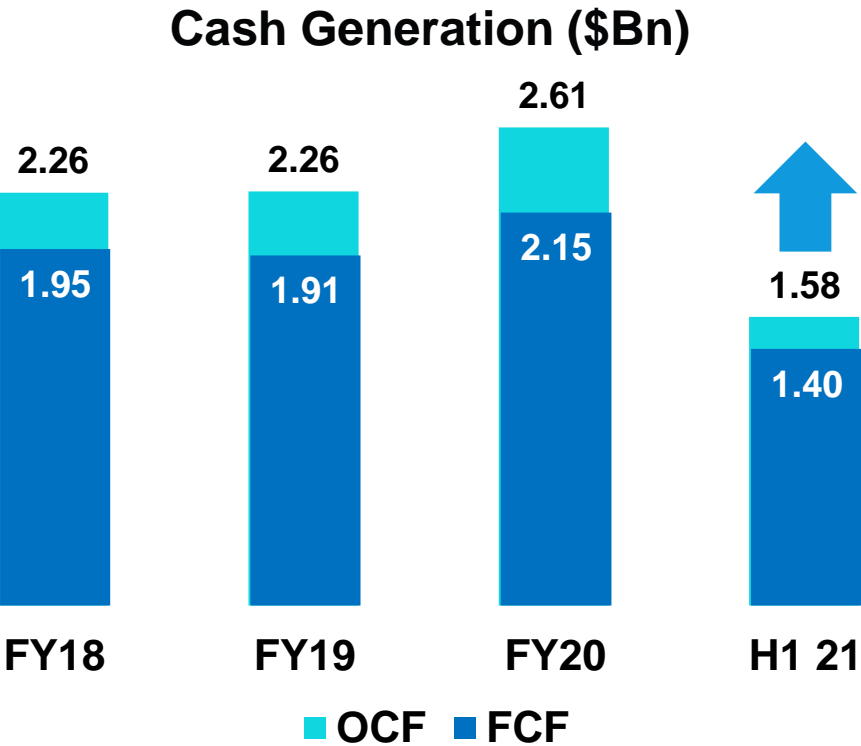
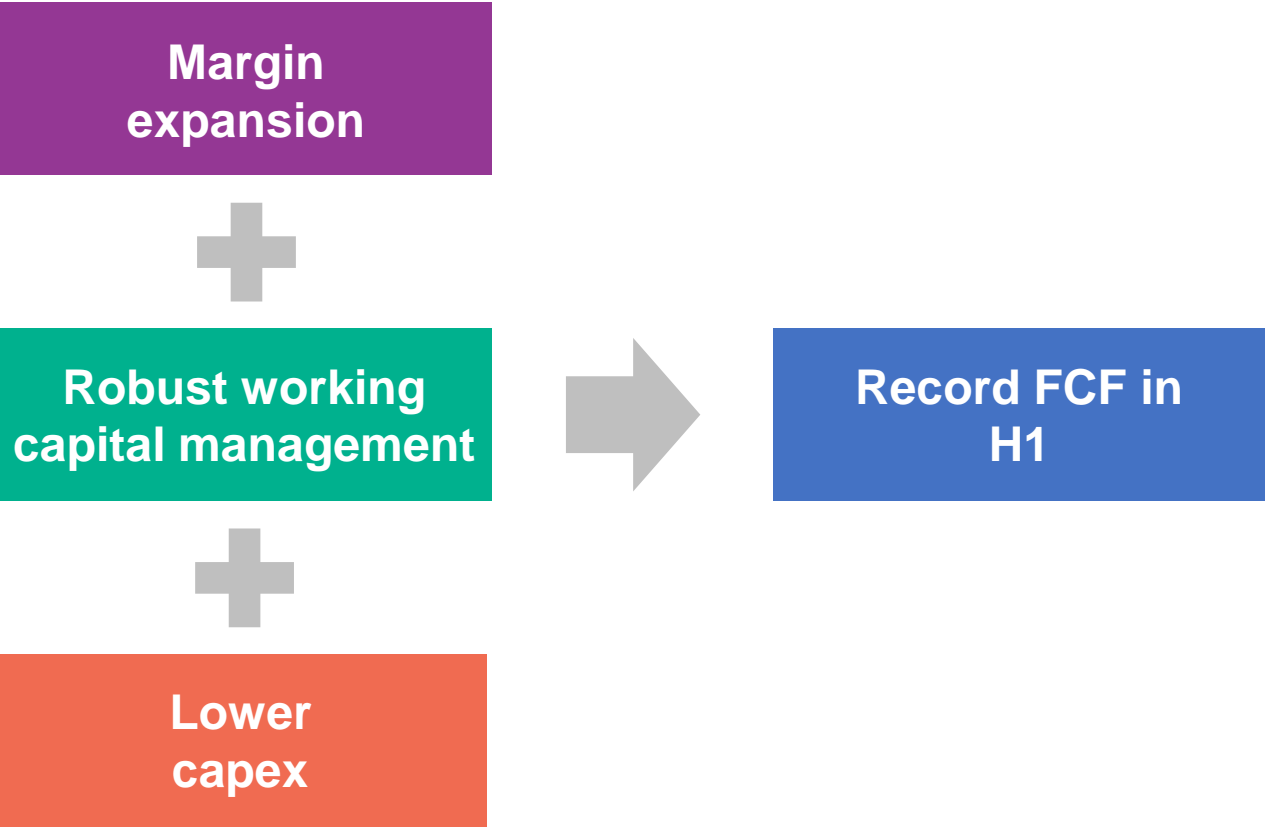


Security spend



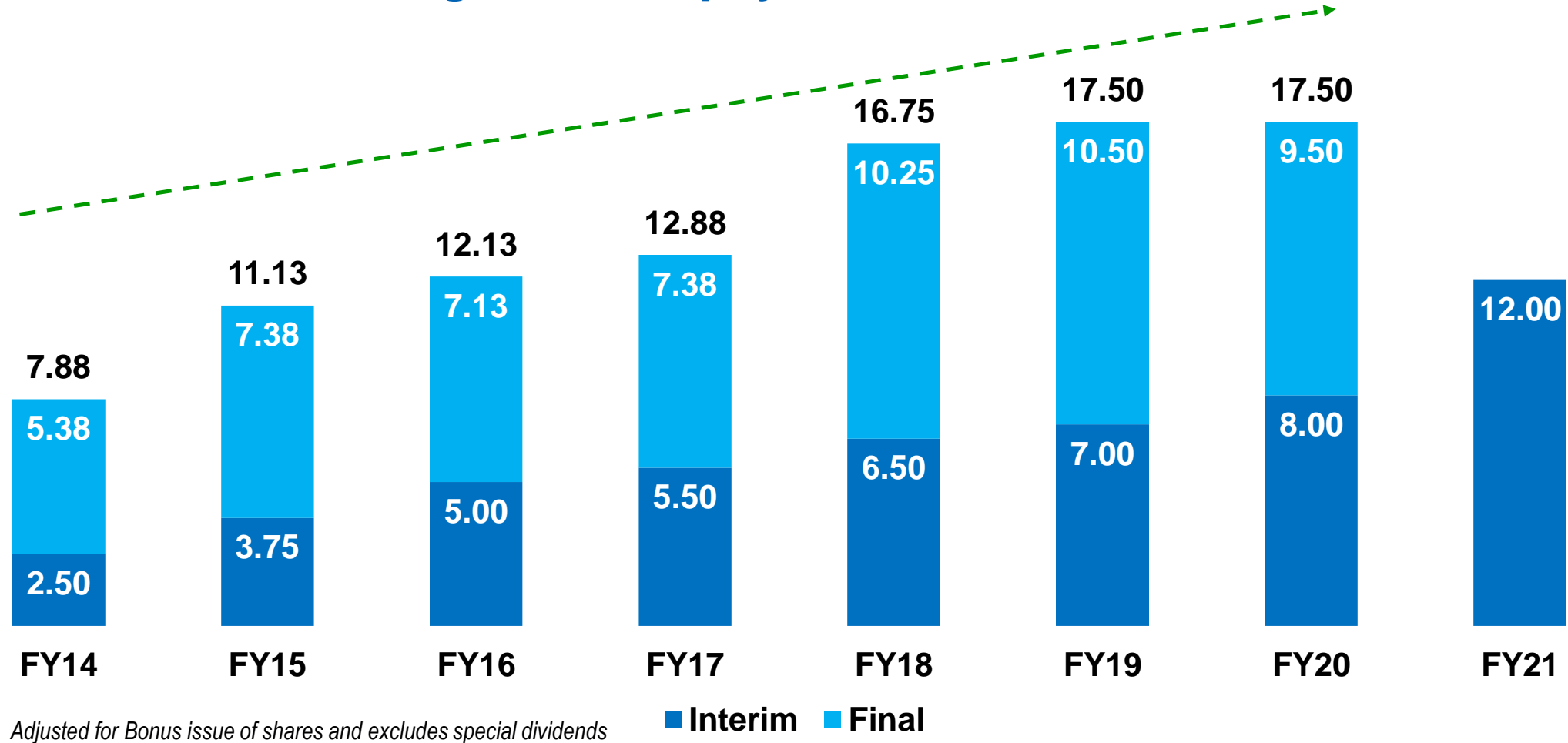
Communication spend

Shareholder payouts linked to cash generation



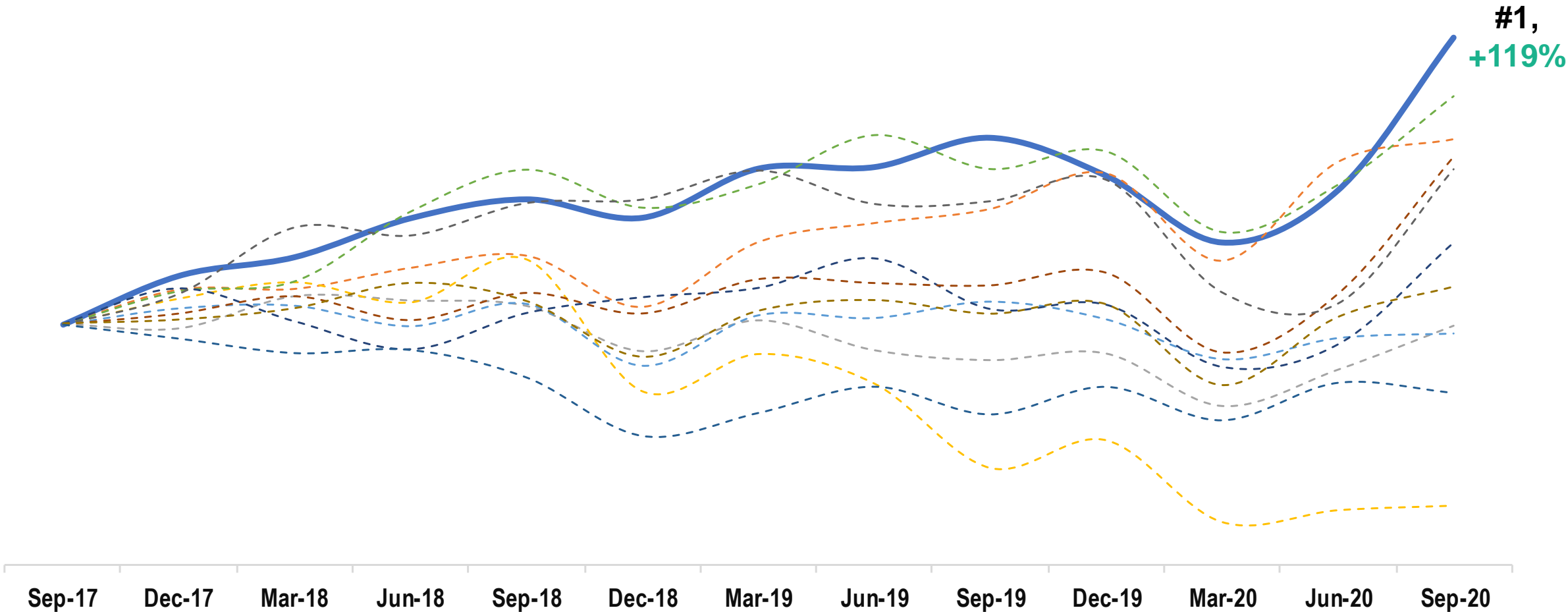
\$1.4Bn FCF in H1 21 (59% increase over corresponding period last year)

Consistent and increasing dividend payouts



Increased FY21 interim dividend by 50% over FY20

Total Shareholder Return (USD) – 3 years (vs. Industry Peers)



Source: Total return index as per Bloomberg (in US\$ terms)

ESG Vision 2030

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



Infosys is 'Carbon Neutral'



25Mn sq ft
of highest rated (LEED
Platinum/ GRIHA 5-star)
green buildings



**Super efficient
buildings**
with superior energy
performance



60 MW
of installed solar
PV capacity



44.3%
of total electricity across
India campuses from
renewable sources



30Mn sq ft
of smart connected
office space



55%
reduction in per-capita
electricity consumption
compared to 2008
baseline

30 years ahead of timeline set by Paris agreement

Reflecting on a legacy of purpose and impact

Infosys has always put sustainability at the heart of its business approach. Our ability to fulfill and exceed our responsibility to our stakeholders today and tomorrow is a testament to our commitment.

Diversity and Inclusion

38% women employees and **22% on the Board**

Inclusive workplace for employees with disability



Signatories to the UN Standards of conduct for business on tackling discrimination against LGBTI

Information Management

4,500+ cybersecurity professionals and seven Cyber Defense Centers, to provide actionable threat intelligence and insights.



Local Talent

144 nationalities and 92% hiring of local origin



Data Privacy

Among the first few organizations, globally to have our Personal Information Management System certified with ISO 27701 privacy information standard



Community

Infosys Foundations spend over US\$55 million each year on impactful projects.



Employer of choice

Among the **best companies for women in India** and **ranked #1** by Avtar for strong anti-sexual harassment practices.



Water

35 lakes / ponds

Holding capacity of 330 million liters for rainwater harvesting, along with 370 injection wells built across India campuses



Our sustainability leadership is recognized the world over



UN Global Climate Action Award in the Climate Neutral Now category



Top Employer across Europe, Middle East, Australia, Singapore and Japan



Ranked #3 in best regarded companies amongst Global 2000



Gold recognition from EcoVadis for CSR practices, including environment, labor and human rights, ethics and sustainable procurement



Infosys USA is certified Great Place to Work 2020



FTSE4Good

Confirmed as an FTSE4Good Index Series constituent



Infosys ranked Leader in MSCI ESG ratings, 2019



Winner at the NASSCOM Corporate Awards for Excellence in Diversity and Inclusion, 2019 (category: Persons with Disability)



Listed as an index component of the DJSI World and DJSI Emerging Markets



Top 10 Working Mother and AVTAR Best Company for Women in India in 2020



Champion of Inclusion Award of Working Mother and AVTAR Most Inclusive Companies Index 2020



AUSTRALIAN NETWORK ON DISABILITY

Certified as a Disability Confident Recruiter by Australian Network on Disability

ESG Vision 2030



Environment Vision

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

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 Vision

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

Social Ambitions



Enabling digital talent at scale

- Digital skills to 10 mn+ (2025)



Tech for good

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



Diversity and inclusion

- Gender-diverse workforce @45% women



Energizing local communities

- 33% work by flexible/remote work options



Employee wellness and experience

- Best-in-class employee experience



Governance Vision

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

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

THANK YOU

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