

# Towards greater operational resilience

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Pravin Rao – Chief Operating Officer and  
Whole-time Director

**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](http://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.

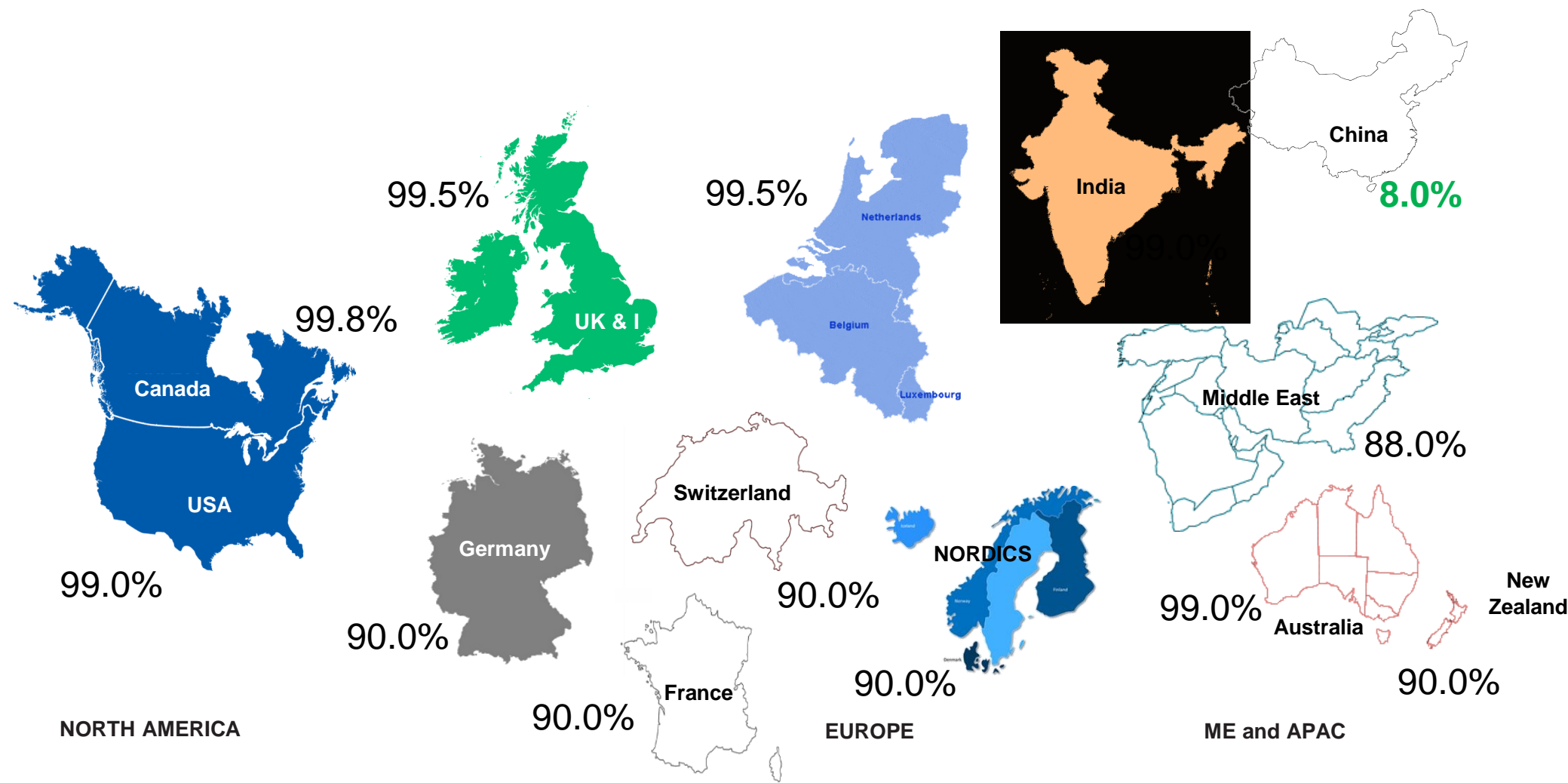


## Key priorities since COVID-19

- Enabling remote and hybrid working
- Improving productivity
- Increased focus on employee well-being
- Continued push on digital capability building
- De-risking onsite model with localization

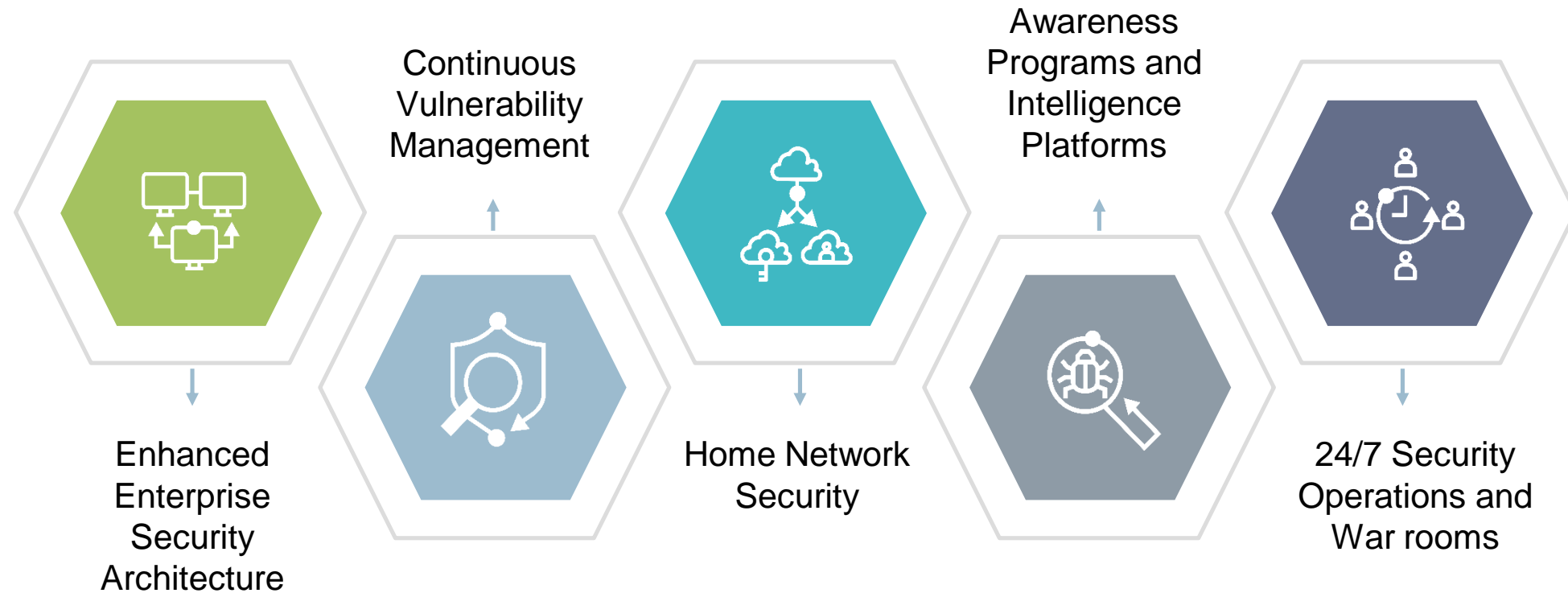


# Our global workforce has been working remotely for most of 2020



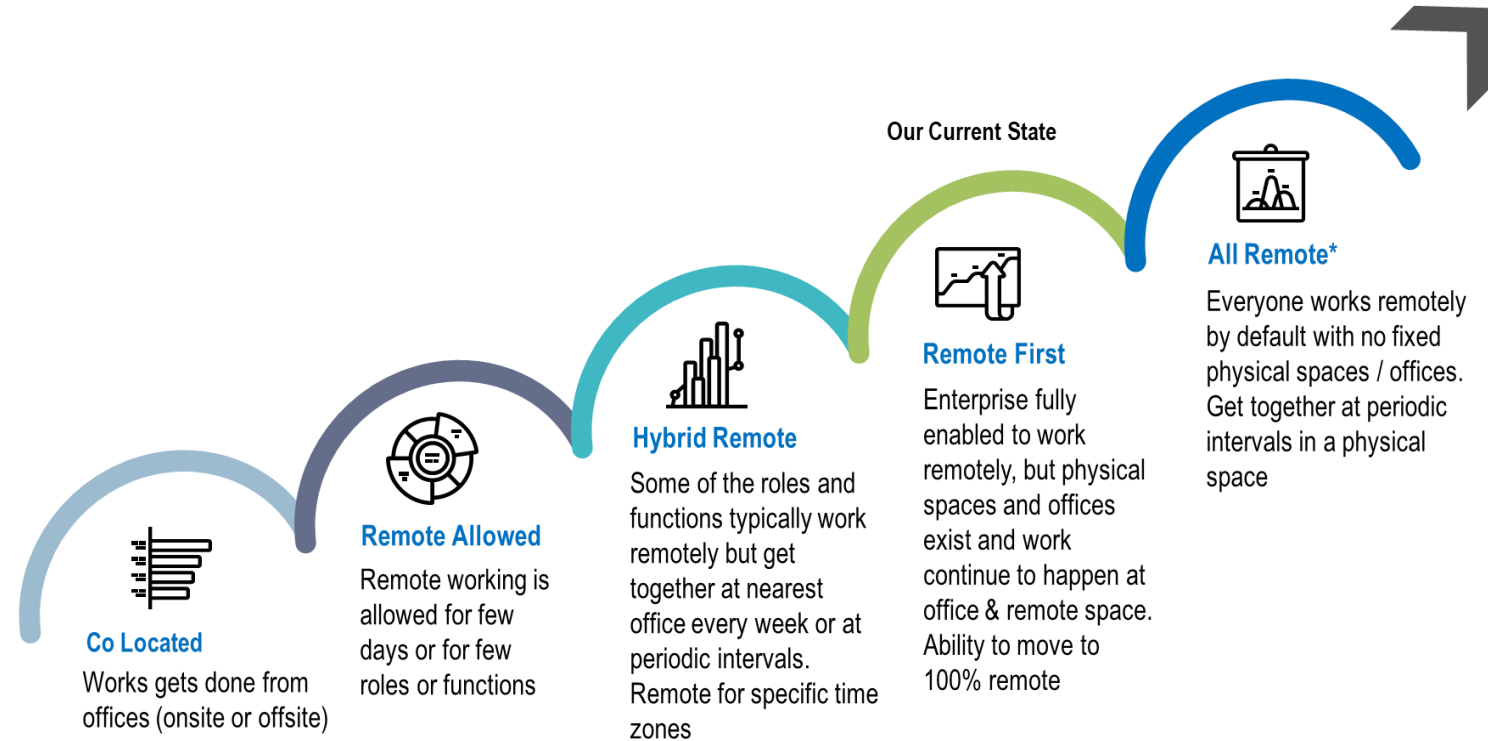
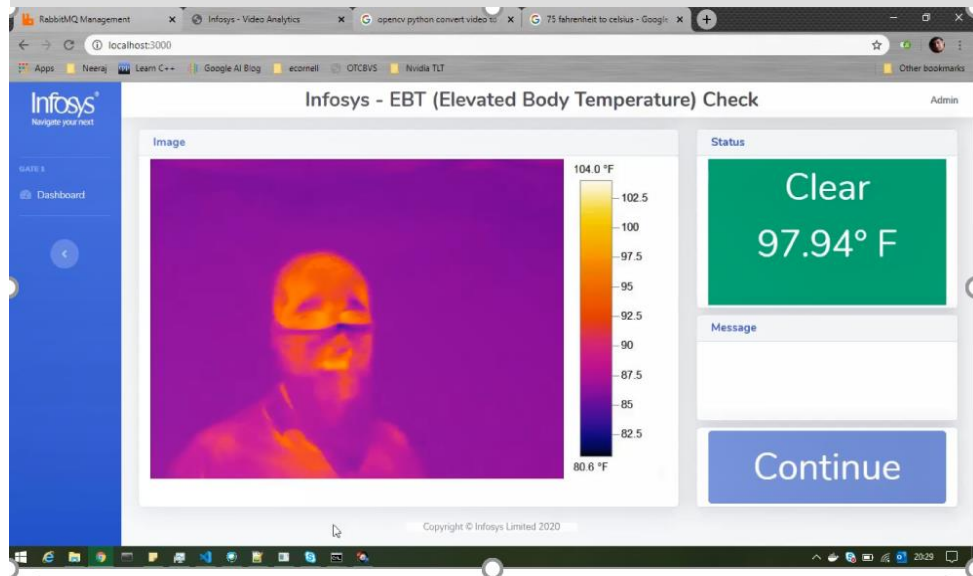
Remote working % across Geographies as of October 2020

# Significant attention to strengthening information security controls



# Preparing for a hybrid work environment

## Launched Infosys Return to Workplace Solutions



\* Adapted and customized from <https://about.gitlab.com/company/culture/all-remote/stages/#hybrid-remote>

# Productivity & quality have sustained or improved

- Investments in network bandwidth, devices, cybersecurity controls, improving agile capability, digital enterprise
- Deep analysis of 2,500+ projects for productivity insights
- Comprehensive playbooks and digital workspaces

## Enablers:

- Flexibility to organize workday, no commute
- Delivery practices and processes adapted for remote effectiveness
- Tools - collaboration, digital dashboards, prototyping, visualization etc.
- Proactive team engagement

## Inhibitors:

- New projects starting remotely
- On-boarding fresh people to projects
- Is time flexibility sustainable?
- Reduced ticket volumes in certain projects, ad-hoc work, frequent scope changes

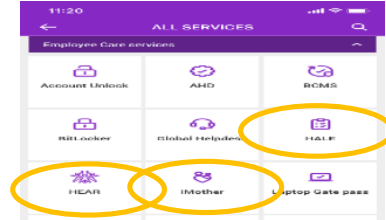
# Launched targeted interventions for employee wellness

## Physical Wellness



Hospital Tie ups and Telemedicine

## Emotional Wellness



Self Help Tools / Samaritans

## Social Wellness



Wellness Podcasts

## Safety



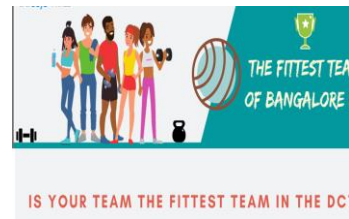
Awareness campaigns



Virtual Run



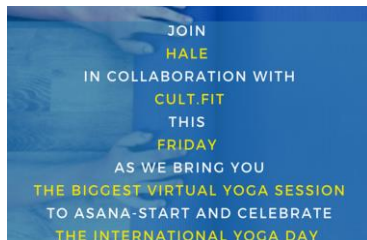
No Call/Meetings Day



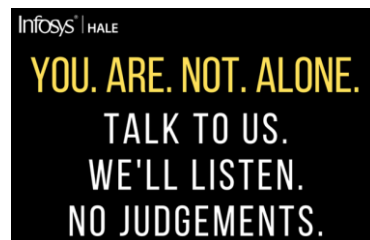
Virtual Communities



Psychological Safety



WHO Campaigns



Counseling for employees & families



Leader Stories



Safety at Home



# Continued push for digital capability building

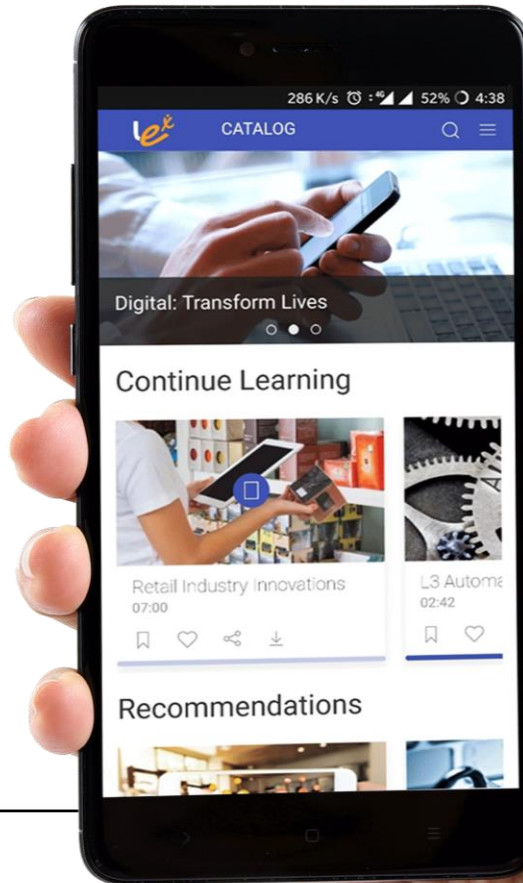
Leveraging remote work situation – reskilling using sophisticated tech platforms



**~90%**  
**INFOSCIIONS**  
**on the Lex platform**

The platform  
houses over **270,000**  
resources

**1,200**  
courses



WINGSPAN

**Multiple clients are now  
leveraging the platform**



**Student communities are also  
able to leverage the platform**

# Driving digital readiness through a comprehensive learning approach

## The why of learning

- Purposeful, engaging and motivating model that helps individuals chart their development path and continuously move forward

## The what of learning

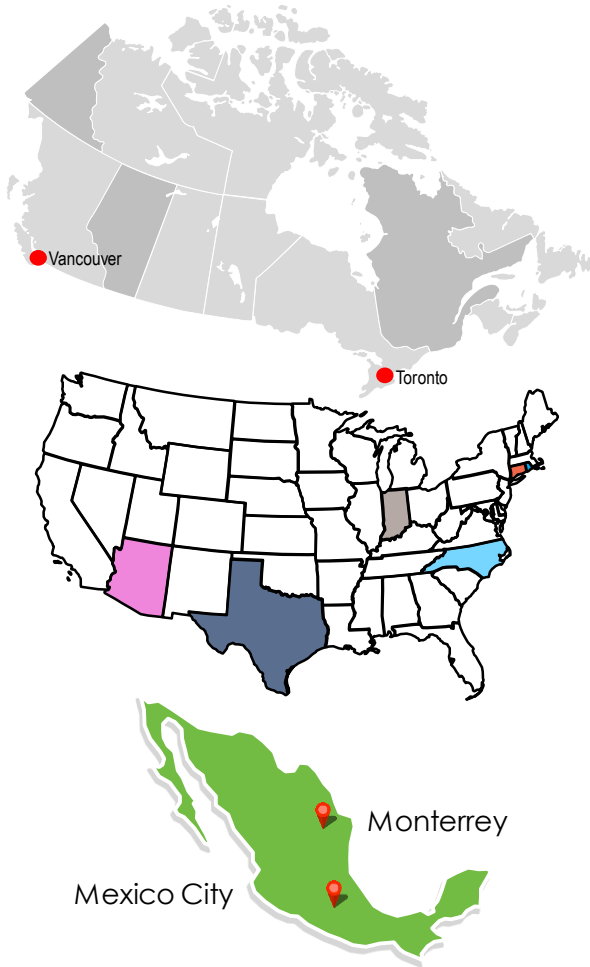
- Focused on improving Digital Readiness in the skills of the future (a comprehensive array of technical, functional and cognitive skills required for a digital first mindset)

## The how of learning

- A learn-by-doing approach that gradually elicits value from foundational competence
  - Building Competence (Knowledge + Doing)
  - Making Impact
  - Creating Value



# Strong localization strategy to address near term challenges



**Great Place To Work®**  
**Certified**  
MAY 2020–MAY 2021  
USA

72%  
Employees At Infosys, USA Say

88%  
Facilities Contributing To Good Working Environment

85%  
Made To Feel Welcome & Given Responsibility

83%  
Rate The Service We Deliver As "Excellent"



### Innovation Hubs

- COEs that foster unique innovation, learning and complex problem solving
- Design Thinking, Living Labs, AI, AR/VR



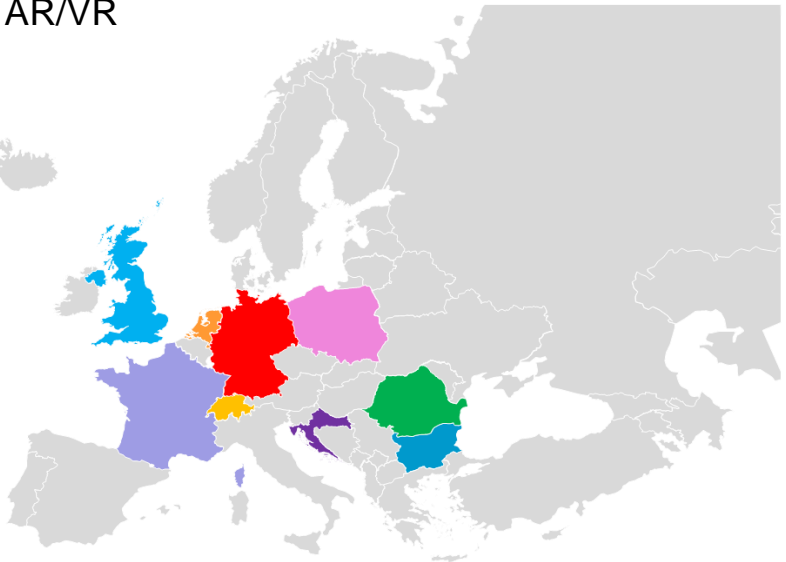
### Dedicated Client Workspaces

- Access controlled spaces
- Dedicated client centers



### Near Shoring

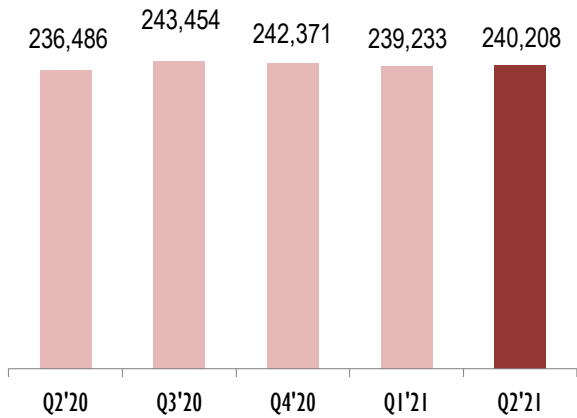
- Same time zone for client co-creation and collaboration
- De-risk regulatory headwinds



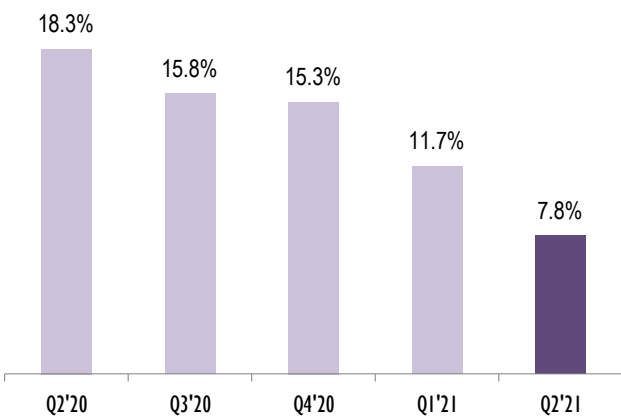
Increased our U.S. Hiring Commitment to 25,000 by 2022

# And the outcomes are visible

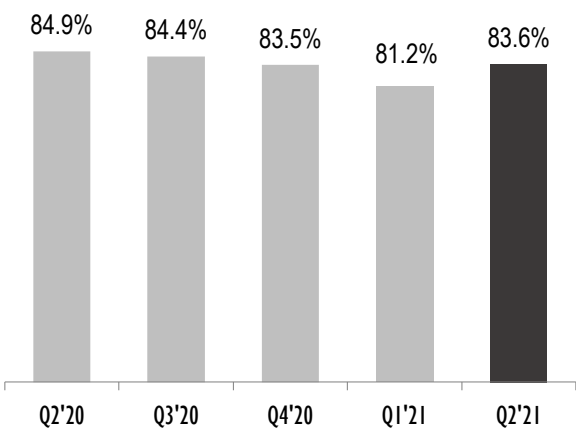
Headcount



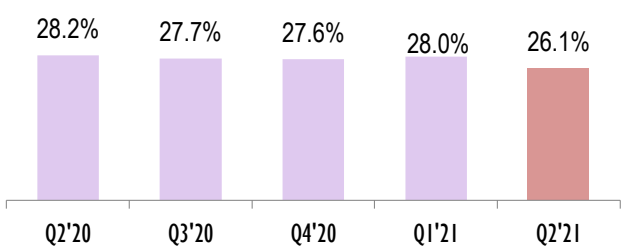
Voluntary Attrition % (Annualized - IT Services)



% Utilization Excl Trainees



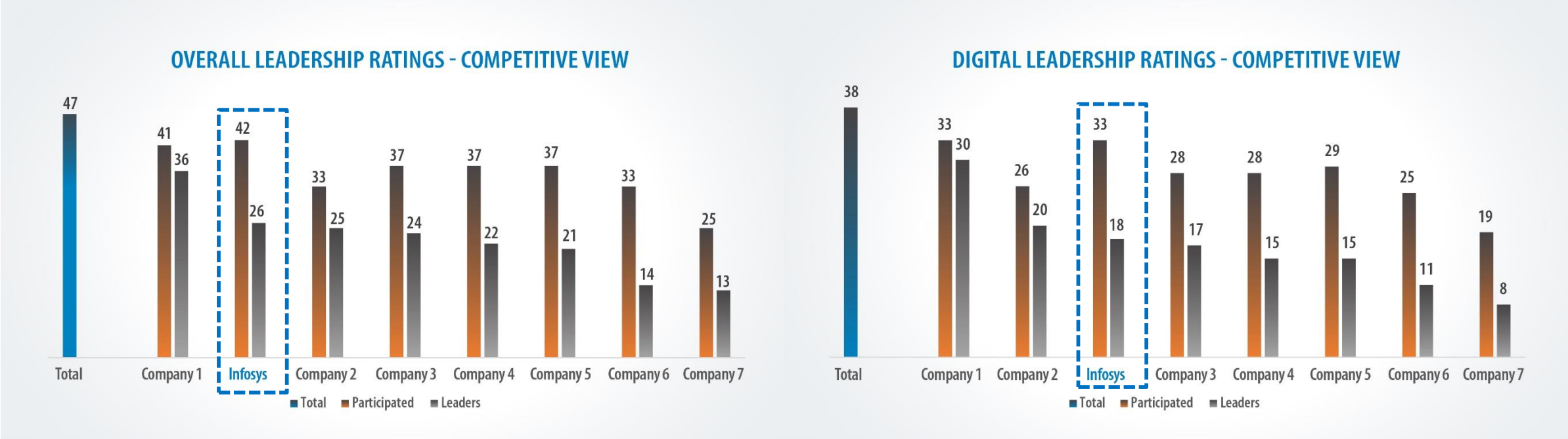
% Onsite Effort



We have had a stable operational performance in spite of the pandemic



# Positioned #2 in the industry analyst ratings across peers



Source: Internal benchmarking of analyst firms

# Client and Analyst feedback has been positive

“

Infosys has been able to continue to provide a full and effective service to Brit Insurance during the Covid-19 lockdown for which we are extremely grateful. The commitment demonstrated by Infosys to its customers during this crisis has been superb and we are extremely grateful for this, Thank you!”

- **Dr. Simon Lumsdon,**  
CIO, Brit Insurance(UK) Ltd.

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"Infosys demonstrated resilience by completing its internal repositioning for the COVID-19 crisis in under three weeks. Likewise, Infosys demonstrated agility by recalibrating its risk posture over a much larger threat surface, given that what had been anomalous behavior, pre COVID-19, was now part of the new normal."

- **Gard Little**  
Vice President, Global Services  
Markets and Trends, IDC

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It is an amazing achievement that our teams were able to deliver programs and complete all the complex policy migrations, that too 100% virtually, That is a feat in itself. Despite all challenges both NN and Infosys are all facing in these unprecedented times, we are well on track! Big compliments from me to the Infosys team. The Infosys team has gone above and beyond to deliver programs in the conditions that are not straightforward, while demonstrating uncompromising quality and service continuation. I am very happy & grateful for all the effort & professionalism being displayed by team Infosys

- **Roland Coppus**  
CIO Nationale-Nederlanden

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“

Thank you Sanjay and team Infosys. You sheer grit and pure spirit to deliver were always your north star until the clocks on June 30th called the day complete. A big thank you to each of you for all you delivered, the lessons learned and the progress we have yet to make in the future.

- **Mary Ellen Smith**  
Corporate Vice President, Microsoft

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Thank you Team Infosys, for the incredible work done, conducting the transition and moving all applications across Apps and engineering into steady during this period. For sustaining the business with no interruption during the last few weeks. The integrity & professionalism displayed by the teams and ensuring business continuity during this challenging period is commendable. For this I am truly thankful and look forward to greater partnership”

- **Tanju Arslan**  
CIO, BUPA Global

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# THANK YOU

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