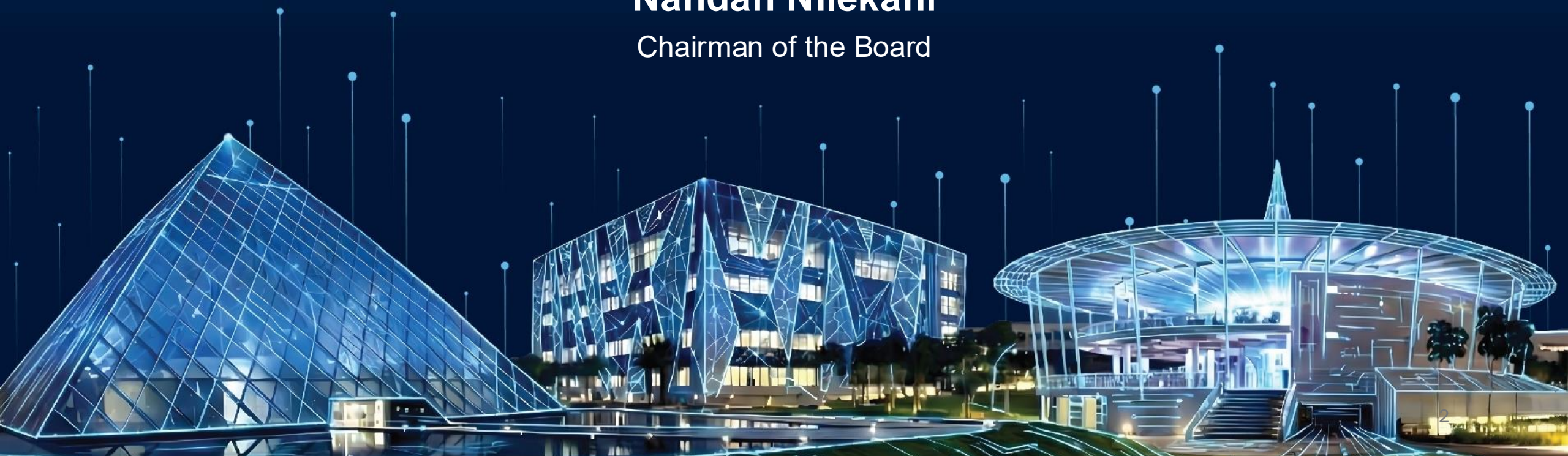
Infosys
INVESTOR AI DAY
2026

Infosys AI Day

February 17th, 2026

Tech transitions - Why is the AI transition different?

Nandan Nilekani
Chairman of the Board



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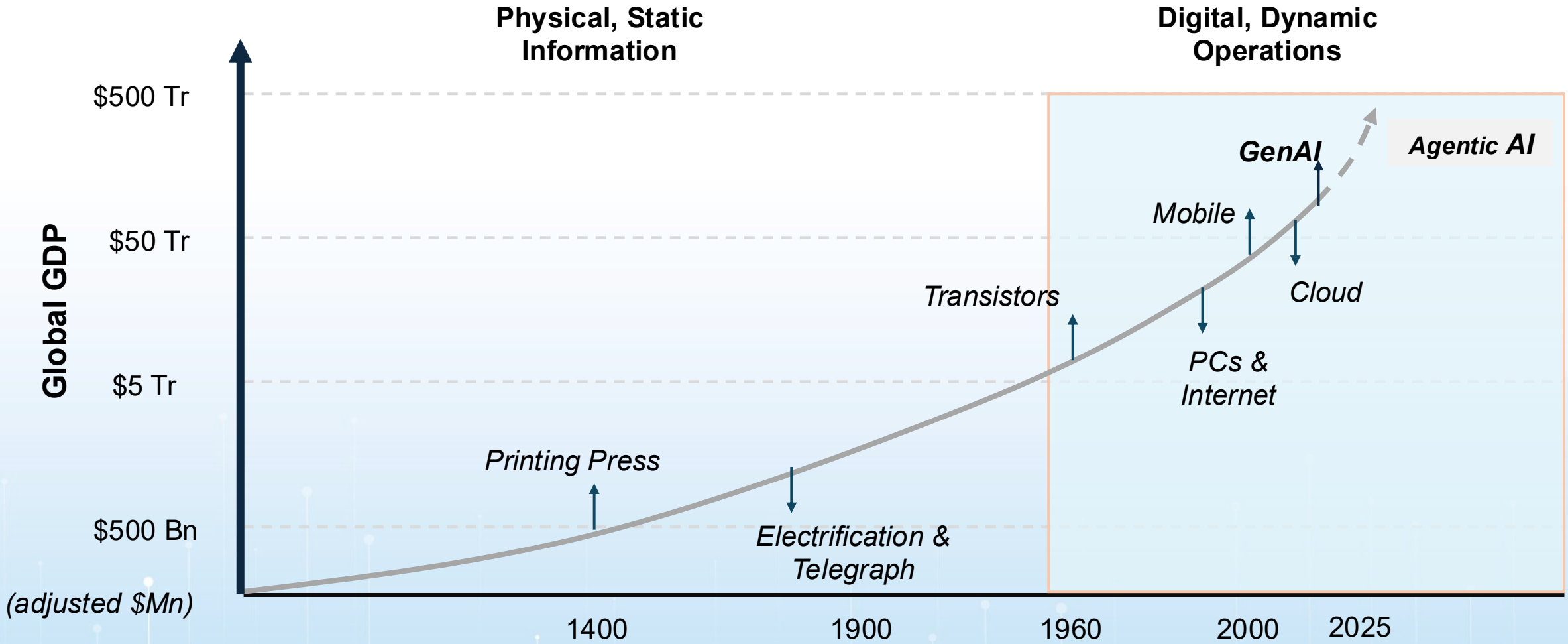
Technology has seen fundamental shifts over the years



Source: Coatue

Tech innovations have continuously redefined enterprise operations

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Computerization

- Replacement of paper-based workflows
- Enterprise systems
- Addition of IT operations

Mainframe

Minicomputer

PC

Internet Access

- Globalization and digital reach
- Platform-based business models
- Enterprise data

Client Server

LAN

Web Computing

Cloud Access

- Digital scalability
- Modular business architecture and microservices
- Enterprise IT

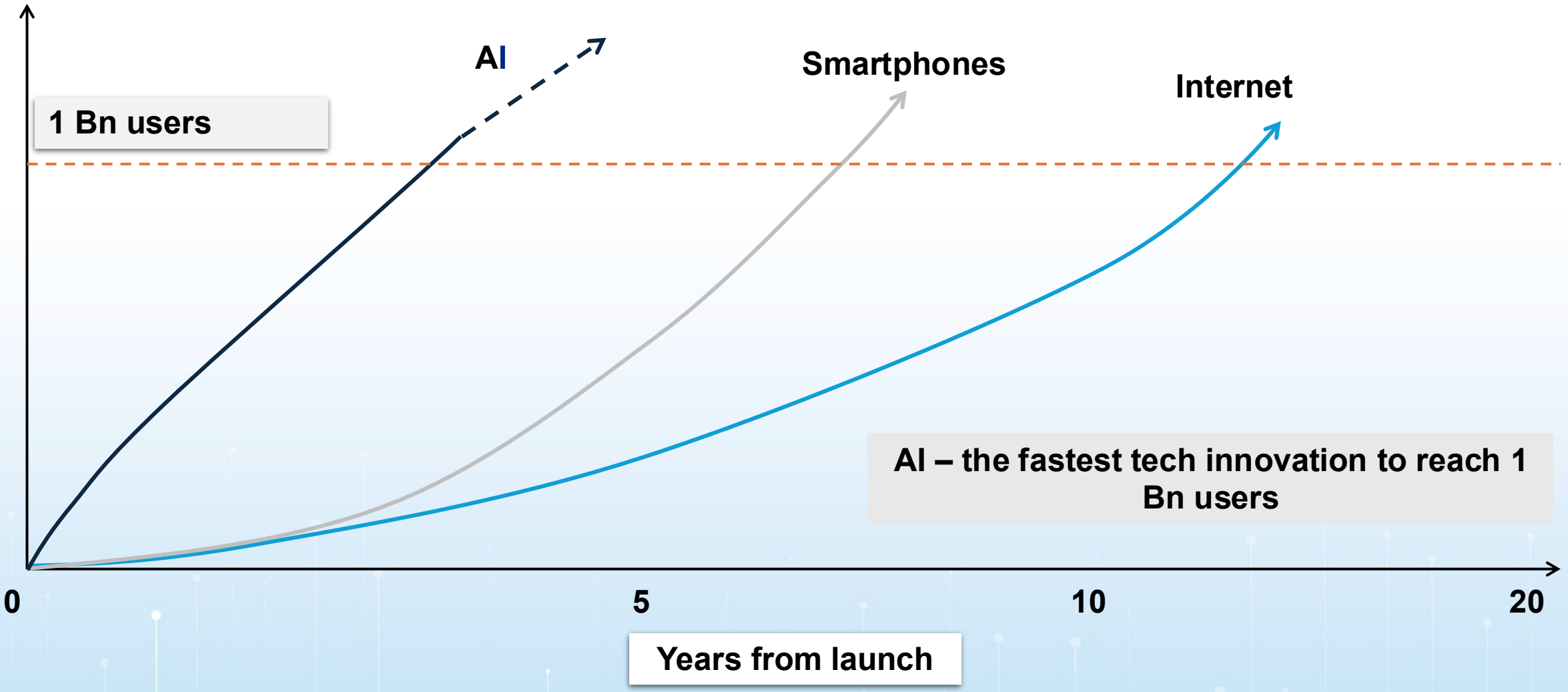
Mobile

Enterprise apps

Big data

Enterprise tech transitions

AI adoption is faster than the earlier tech transitions



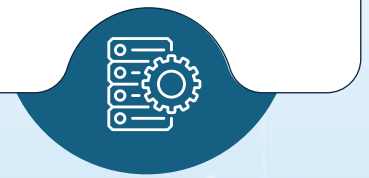
Public data sources

The shift has multiple dimensions

AI is not a layer of technology nor is an adjacency

Technology

- AI-ready systems
- AI-enabled data platform
- **AI-native architecture**

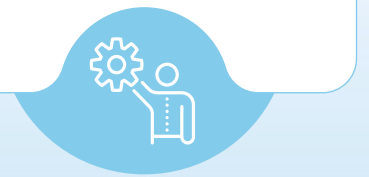


Business

- **Integrated business functions** with AI at core
- AI-embedded workflows

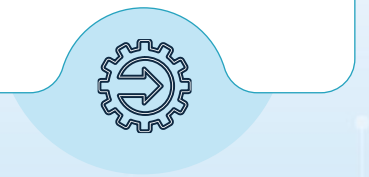
Talent

- Scalable **AI-augmented** workforce
- Adaptive learning and change management



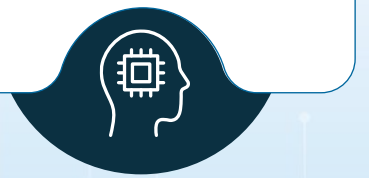
Operating Model

- Cross-functional knowledge graph
- **Exponential engineering**



Mental Model

- **Evident-first principle**
- Responsible AI



AI transformation is not a lift and shift; it requires a fundamental root and branch surgery

Modernization of legacy systems cannot be deferred anymore

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The true cost of delaying modernization

Financial drain	60-80% of IT budgets spent on outdated systems
Security vulnerabilities	Average breach detection exceeds 200 days in legacy environments
Innovation paralysis	Legacy systems act on data silos

Demand side needs modernization

- Low agility
- Tech debt
- Slow rate of change
- Cost of security

Supply side makes it easier

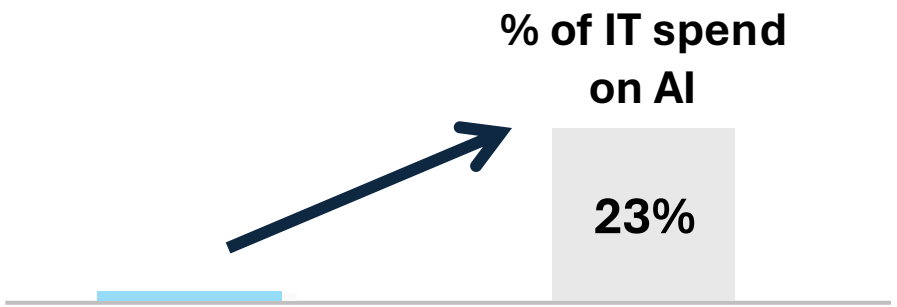
- High rate of change
- Enhanced Security and Compliance
- Efficient & productive
- Easily scalable

Accumulated tech debt over decades must be paid

Source: US GAO, Adalo research

Build vs Buy: balance moves towards build and re-engineering as AI becomes the core

AI as a core of enterprise IT



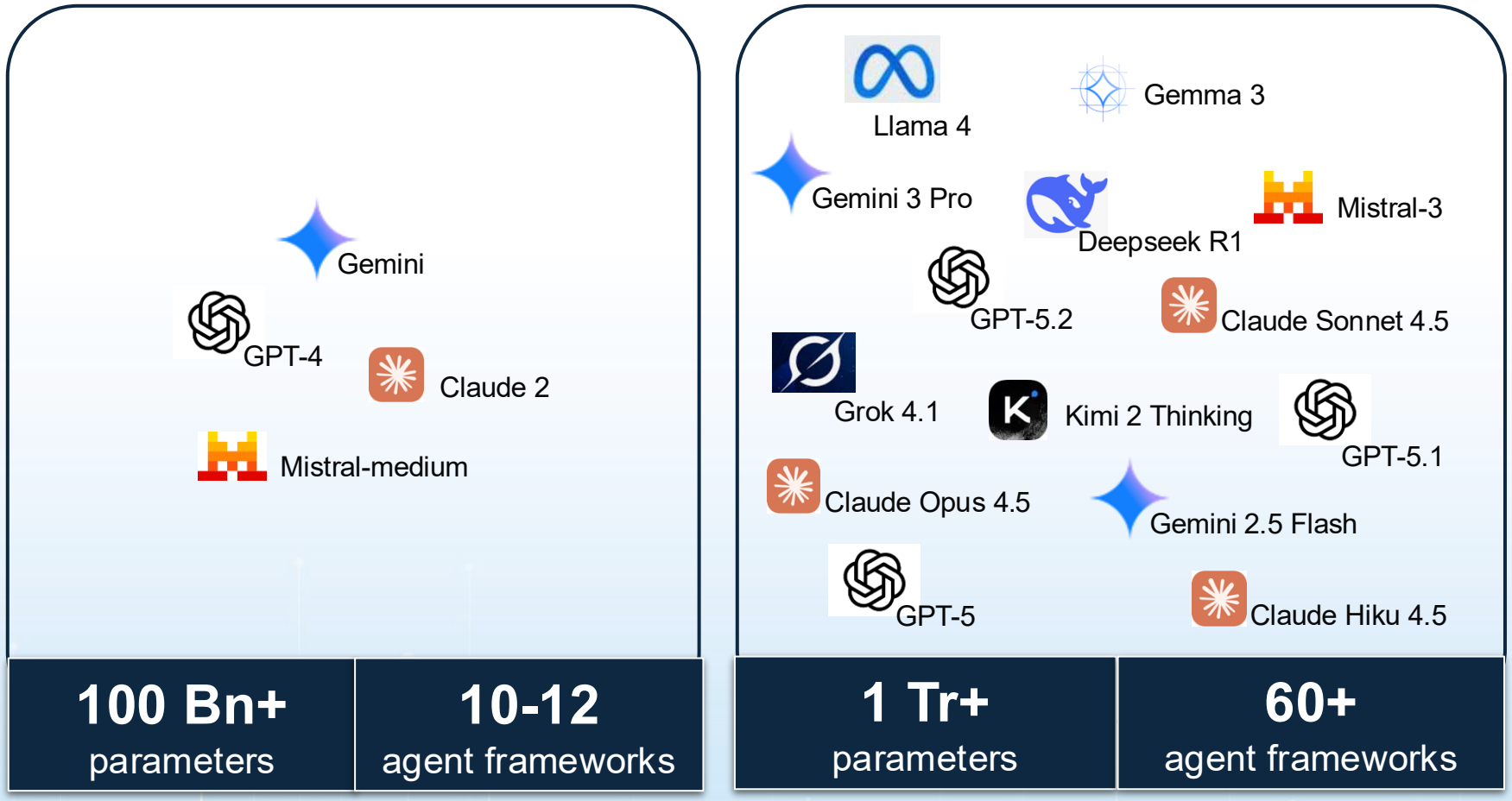
As of 2025, ~50% of firms have dedicated AI budget

Build	Buy
Customizable	Standardized
Proprietary	Vendor dependency
Organic and steady	Faster deployment
High internal control	External control
Continuous investment	Lock-in & renewals

Enterprises prefer proprietary agentic layer on top of the foundational models — building customizable to composable solutions

Source: Foundry's AI Priorities study, 2025

AI is evolving at an astonishing speed led by hyper competitive market, large capital access and rapid R&D



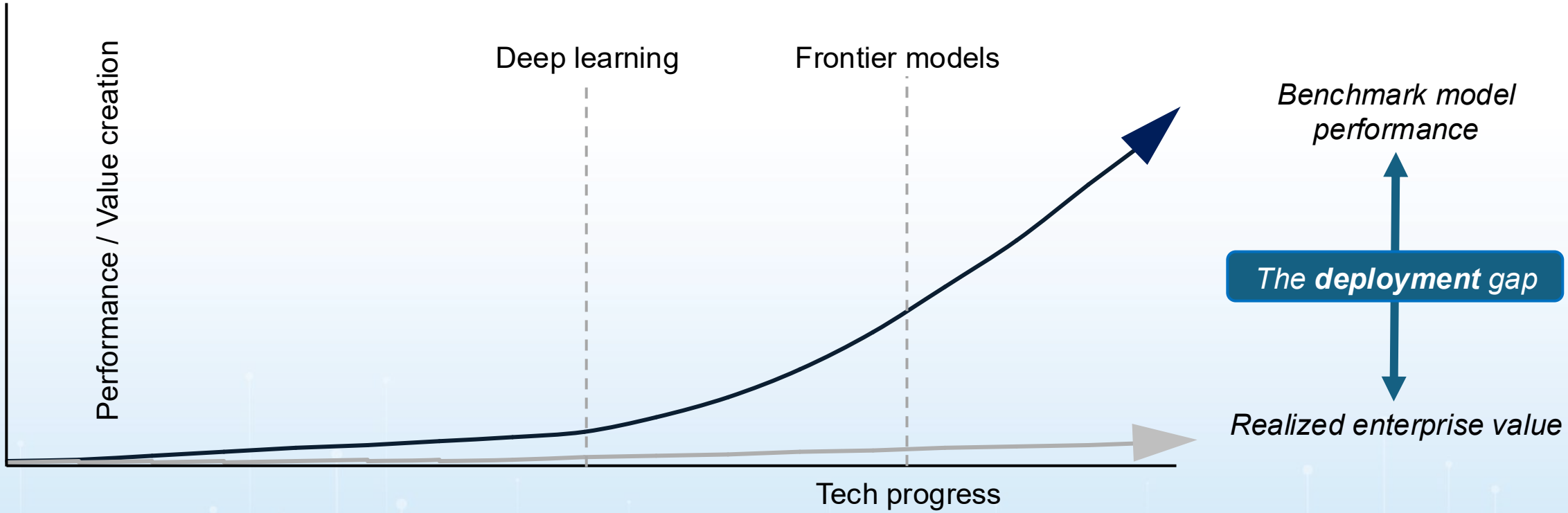
Innovation cycles are tightening

Leaderboards remain in constant motion, driven by a significant rise in AI investments — *spending rose from $24Bn in 2023 to $140Bn (E) in 2025.*

Source: Github, S&P Global, Medium

The foundational technology is ahead of its diffusion and deployment

A widening gap between AI progress and enterprise value



AI progress is outpacing enterprise readiness

Source: Snorkel

Talent demand is pivoting from legacy roles to high-growth AI skills

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Fastest declining IT jobs

- Front-End Web Developers
- QA Testers
- IT Support Specialist
- Blockchain Developers

92 Mn Traditional jobs to be displaced

New/upcoming IT jobs

- Data Annotator
- AI Forensic Analyst
- AI leads
- AI Engineer
- Forward Deployed Engineers

170 Mn New jobs to be created

Source: WEF

Greenfield AI development is easier than brownfield

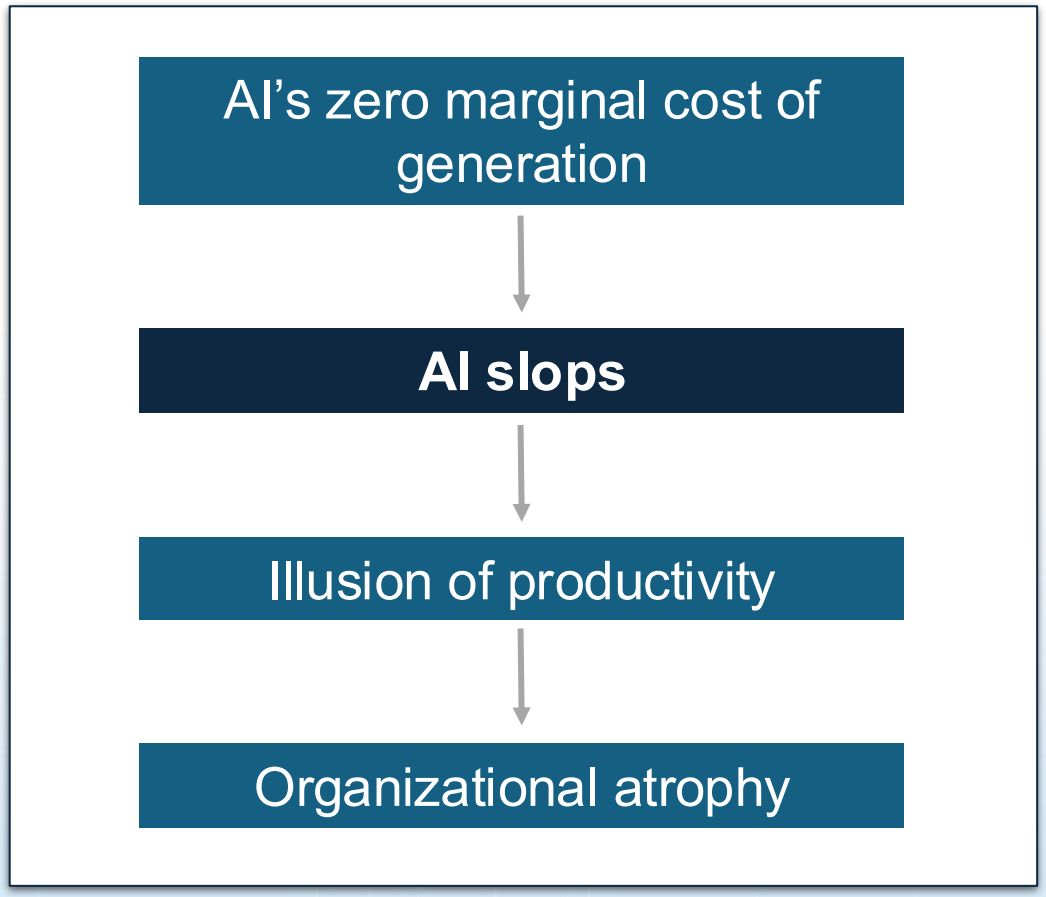
The greenfield-brownfield productivity gap

New build environments	Legacy environments
• Clean structure and consistent patterns • Real-time data availability	• Technical debt • Data silos • Undocumented dependencies
• Structured environments • Probabilistic	• Brownfield = high overhead + rework • Deterministic
Task level	**Business function level**
15-50% productivity	Only **1%** fully scaled to AI

Organizational productivity is different from task level productivity

Source: Mckinsey, International Center for Law & Economics

AI implementation requires laser focus



- **Structure AI usage guidelines**
- **Set clear quality gates for AI content**
- **Maintain explainability & traceability**
- **Establish AI value capture instead of usage**
- **Empower high skilled workforce**

AI investments are meaningful only if they lead to major productivity gains

What still matters

- First Principles thinking
- Understanding enterprise context
- Agnostic design
- Getting the house in order
- Leadership in effective change
- Strong collaboration
- Intense focus on productivity
- Engineering bent of mind

Thank You