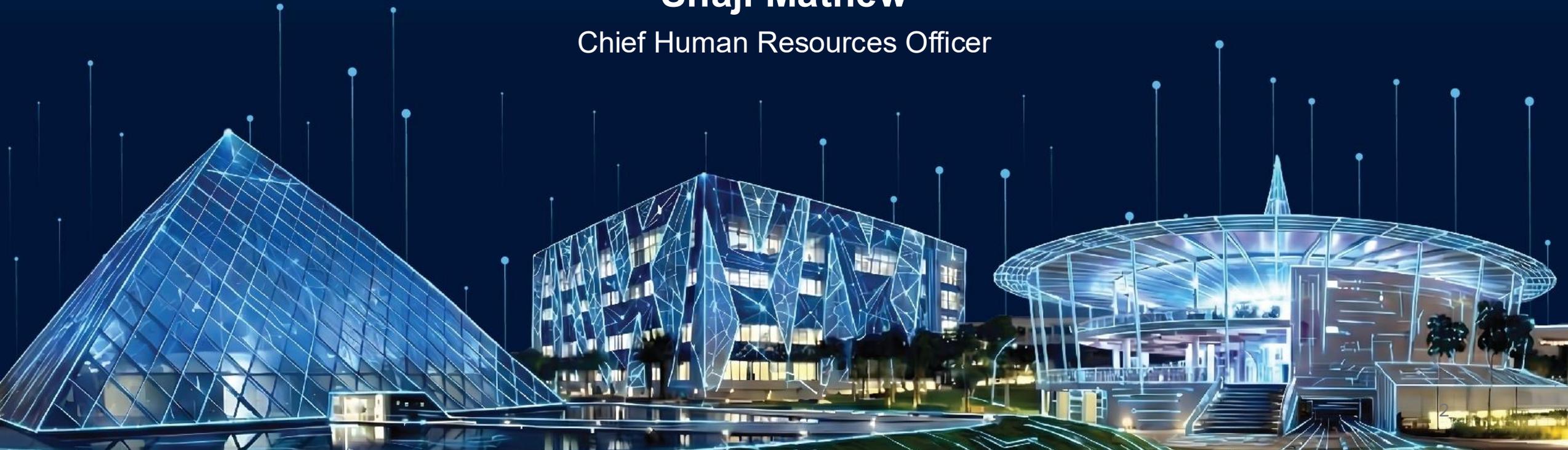# Infosys AI Day

February 17th, 2026

# The Human-AI Workforce Reimagination

**Shaji Mathew**

Chief Human Resources Officer

# Safe harbor

Certain statements mentioned in this presentation concerning our future growth prospects, our future financial or operating performance, our use of AI and its effects on our Business, and the United States H-1B visa program 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, 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 outcome of pending litigation,  the outcome of the US government investigation, the timing, implementation, duration and effect of the September 19, 2025 proclamation signed by the president of the United States related to the H-1B visa program, and the effect of current and any future tariffs. 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, 2025. These filings are available at https://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.

# Infosys AI Playbook

**Vision**

Infosys aspires to be the leading partner to "unlock AI value" and deliver business outcomes on revenue growth, cost optimization, and innovation

**Pillars**

**AI First Services**

Capture new demand to drive growth

**AI Augmented Services**

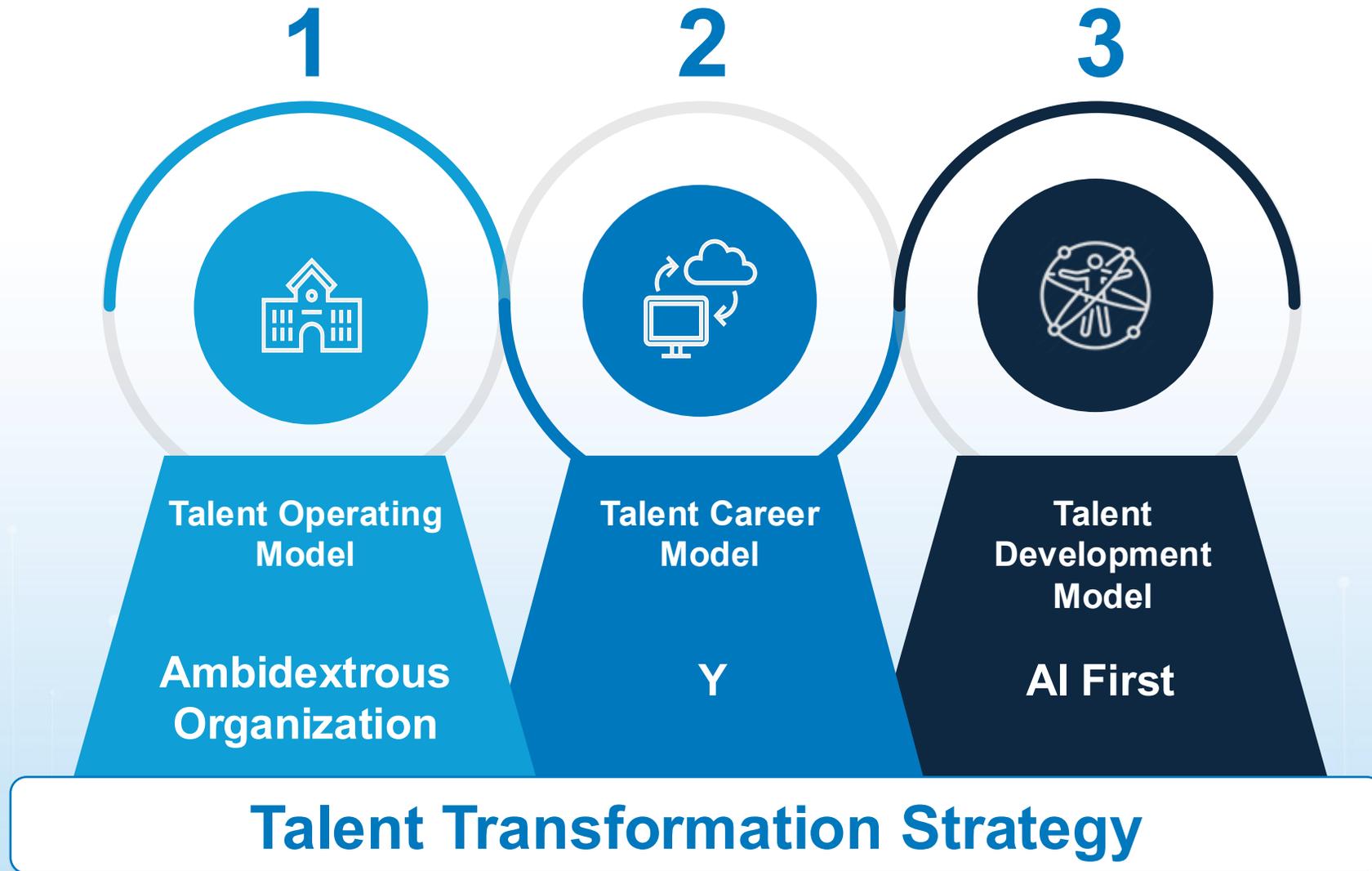Reinvent existing services to win higher wallet share

**Foundation**

Platforms and IP

Go To Market and Partnership Ecosystem

**Talent and Culture**

Brand Equity

4

# AI Talent Transformation Strategy

**1**

**2**

**3**

**Talent Operating Model**

**Ambidextrous Organization**

**Talent Career Model**

**Y**

**Talent Development Model**

**AI First**

**Talent Transformation Strategy**

5

# Talent Operating Model

## Building an Ambidextrous Organization

### External Hiring

**Specialist Programmers, Power Internships**

**2X Full-Stack Engineers**

**Enhanced focus on Domain Expertise**

### Internal Development

**Bridge Programs**

**Assessment COE, Capability Quotient (CQ)**

**Business Incubator Series**

# Talent Career Model

## Integrated Future-Ready Dual Pathway Career Structure
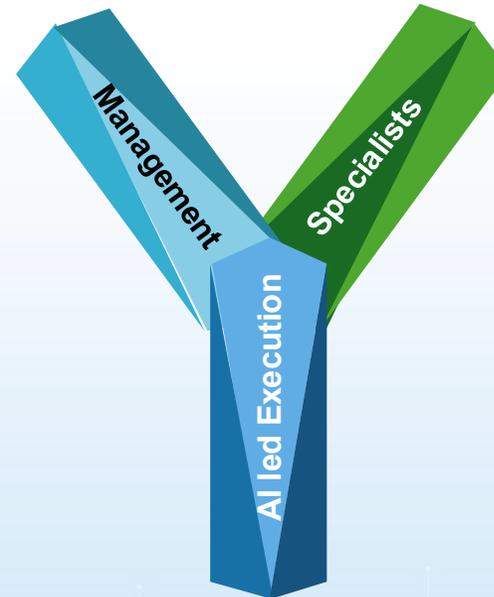
**Evolving Structure**

**Current Structure**

**Enhanced Role-Based Organization** *(Core)*

**Expertise-Led Organization** *(Accelerator)*

Management

Execution

Management

Specialists

Allied Execution

**Deep skills**
(Engineering / Domain / Functional)

Experts – Domain / Technology

**Smaller % constitutes specialist roles**

**Continues to drive stability, specialization at scale**
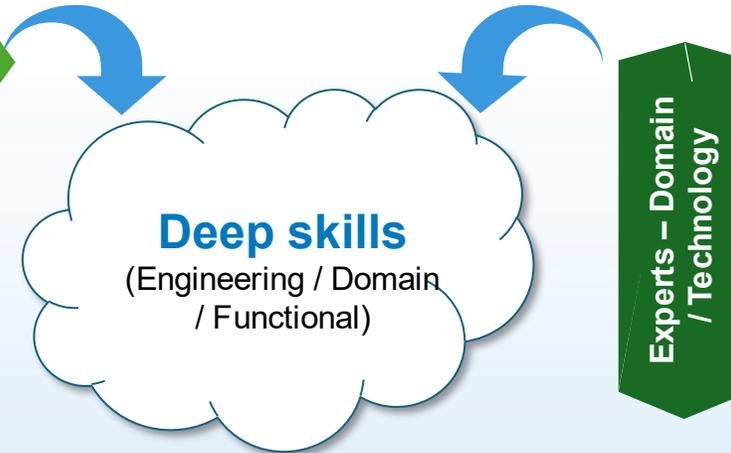
**Flat Structure – Drive expertise led innovation, and client value**

# Talent Development Model

## Forward Deployed Engineers

**Embed AI in client environment**

Integrate, deploy, and scale

## AI Master

**Drive AI adoption**

Set vision, governance, & culture

## AI Builder

**Build contextual AI platforms & IP**

Develop tools and interfaces

## AI Enabled

**Leverage AI tools**

Boosts productivity and decisions

# In Summary

**1**

**2**

**3**

Talent Operating Model
Ambidextrous Organization

Talent Career Model
Y

Talent Development Model
AI First

## Talent Transformation Strategy
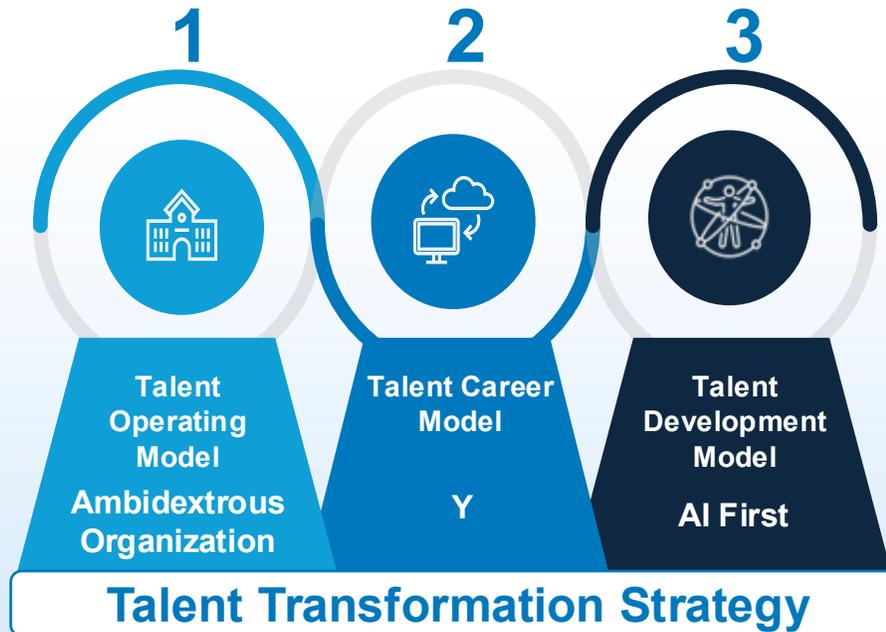
We are building **deep engineering** and **domain expertise**

We are **redesigning** career architecture to future proof the organization

We are developing a **future ready workforce** leveraging our global best-in-class learning infrastructure

Thank You