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Thank you, Simran, and good morning, ladies and gentlemen. Thank you very much for sparing your time here today. As we navigate the landscape changes with respect to AI, I think our priority in the last 6 months to 1 year has been how do we accelerate our customers from experimentation to really looking at an AI scalable at industry level.

Now AI as a technology is as good as what it can really understand from orchestration across systems of record, which Satish alluded to, ability to really understand the complex business processes and navigate. And most importantly, how does it even get to understand the deep-seated legacy systems that are there. And frankly, looking at all the complexities that we had with respect to some of the estates that we have been working as well as with the customers, we decided to codify our entire services across 6 strategic pillars. And these 6 strategic pillars are all integrated. In a way, a customer who wants to start the journey of AI adoption has to look at each one of them. Our intent is to take this strategic pillar to walk them through this entire journey of scaling the AI.

Now let me start with the pillar number 1, the AI strategy and engineering. Nandan alluded to it, so as Salil. Organizations are extremely complex. One needs to really look at the top down, looking at how do I really create an AI blueprint, a need of really setting up an AI transformation office. What would that mean? I need to first understand which business units, which business processes that I would be able to unlock the AI value. You cannot really be spraying across the AI in multiple different business units. Now that is a very key thing because that is where the value realization framework of Infosys comes to bear to look at how do I map the process to the value that it actually arrives with.

Now the second key thing is how do I change the ways of working. Because you have so many models, so many platforms that have come by, one needs to really put together a very technology-centric AI platform with the models that it needs to go with, the governance that it has to happen and how do we make sure that we diffuse this particular platform across multiple layers of the organization, so that we have one standard way of really looking at how do I scale the AI.

The third layer, obviously, is to really look at the entire governance model that you need to put together. In a way, this AI has gone very strongly. The last one, obviously, is to really look at a purposeful selection of an AI infrastructure where you also need to continuously keep an eye on what would happen to my AI Ops.

Very recently, we have been working with the CEO as well as the Board of Danske Bank, where we really started working with them to looking at how do I enable this bank towards the journey of being AI first and digital first. So we set up an AI office along with the Board, working along with the CEO to really put together a strategy all the way to engineering, augmented that with innovation labs as well as identification of core processes like KYC, the fraud detection, credit and what not. So in a

way, the journey is just not that I would start doing software development, but it needs to have a top-down view of really setting up the strategy for an organization.

Now the second pillar, my friends, data is everything that AI needs. Today, organizations have multiple pools of data sitting. It is just not structured data. It is, in fact, even unstructured data, multiple modes in terms of videos, in terms of speeches and what not to an extent of about 60% to 80%. And today, the most of the time is spent on data in all our projects. Data is one which accelerates your AI journey or potentially could also decelerate your entire velocity of how you are going to do it.

So our framework here today is to really look at help our customers try and harness the data, transform the data, bring them all under one uniform data fabric. And it just does not sit there. At the end of the day, data also have to drive intelligence. The intelligence can be driven only by connecting the semantics and the ontology on top of it. And that is a very elaborate process one needs to go through, because the processes are different by region, by business units, and it has been all codified in systems of records as well as in systems of experience. And that is a humongous job.

The third layer there is to really look at how do I govern the data, because the data fingerprinting is extremely critical as you really look at who would get the access of data, so that in some sense, there is a framework if you really look at. So in one of the large industrial manufacturers, there was 10 petabyte of data that we had to really bring in all together, harness it as well as create the semantic ontology today, help them actually drive the supply chain optimization by over 20% to 30%.

Now the third pillar, Nandan alluded to this, this is all of reimagining the entire business processes. Most of the large enterprises today have point-to-point solution. One need to really look at in the context of domain and reimagine the entire business processes. And these processes have to be reimagined with respect to how the human intuition works along with the AI and agents. And it is extremely critical that every workflow by persona has to be reimagined and has to be codified the way AI would actually come by.

Now this also has to be contextual to the business and the regions where you really work by. You just cannot take a sourcing and a procurement process and say that it is a domain that it could be applied to every industry. It has to really be contextualized to the industry and the business that you are really looking at. And most importantly, since it is going to change and touch every one of us, it has to also be looked at how do I operationalize the entire workflow, the technology and the change management, all put together to really help realize the end-to-end value.

We have been now with Toyota Motors Europe working through a supply chain transformation process, where we took our industry asset of automobile on top of it, the entire agentic playbook, really looked at by persona of a buyer, a planner or a customer service agent and really double-clicked to look at what does this transformation really mean. And just to look at one critical process

of drop ship, which is so critical for an automobile -- is to really bring in agent and orchestration there to really take away all the manual work and bring in much better inventory visibility.

Now the fourth pillar, obviously, is modernization and everybody has talked about it. It is the an Achilles' heel of our large organizations. Today, there is so much of tech debt sitting there. The code is obsolete. There is no written documentations. There are no availability of SMEs today. And it is not that the customers did not really try to do the legacy modernization, but the ROI and the time it took never stacked up in the past technologies. So what AI models as well as powered by our Topaz Fabric today enables is to make sure that we transition some of these large legacy, both on the data as well as on process side, into the most modern cloud-based microservices architecture. And today, it does stack up, and you would hear one of the examples very soon.

Now physical AI is something we believe is at the cusp of really accelerating the AI journey. Whatever intelligence that we all thought and built as a part of the digital workflow is finally now moving towards the actual physical objects. And this, friends, helps the acceleration of AI in a lot of the products that we really look at. Some of the key cases that we really look at is -- and in terms of data first, the new product introduction, wherein the entire process would be reimagined as well as infused with AI, the products have to be defined or designed with AI in the front. And with more and more products with the software bomb being larger than actually the physical and the mechanical, we have a huge play in terms of embedding the AI as we look ahead.

The second case is the intelligence today; the real-time intelligence is moving from cloud to the edge. Now this will help accelerate the decision-making at the edge, which means vehicles, the industry operations, running infrastructure, all of this would actually increase the advancement and usage of AI. And lastly, the autonomous systems today, the prevalence in a lot of industries as well as areas is continuously keeping on increasing. Towards that, we see that we accelerated the journey of actually infusing the AI in the physical.

And here, I also want to draw your attention to the two acquisitions that we did, one InSemi, which meant the silicon design as well as validation. The other one in-tech, on the automobile, directly fits exactly into this particular pillar where it would help us bring more context as well as acceleration in terms of enabling the physical AI.

The last, ladies and gentlemen, is not the least and the most important is the trust and the governance.

If I today ask everybody here, who has used the AI? I am sure that all of you would raise your hand, but how many of you really trust the output that came by. I am not sure whether everybody would raise their hand, because there are hallucinations, there are model breaches, and there are also governance issues with respect to the new AI Act and etc, coming in. So in a way, the trust has to

permeate through all the other 5 layers for us to really make sure that we have the output that comes in an enterprise, which is trustworthy. To me, the trustworthy AI in every enterprise would be a huge differentiator. So we want to build the trust to our customers, and we want to monetize the trust for our customers.

Now having looked at all these 6 important strategic pillars, right, I just want to dwell on one of the cases, Nova Chemicals. They are a large petrochemical manufacturer based out of Canada and U.S., and it is very asset intensive. As you know, the industrial operations is extremely complex. If an asset goes down, they would have an impact on the top line and the bottom line. In the current context, most of what they were doing with respect to maintenance was all manual, logs and etcetera. So we were invited to a program in smart maintenance, where we actually brought in the data across their machinery, their OEM manuals, their maintenance manual, the historical data, the log data and etcetera, to help a planner to really, with a simple NLP on a chatbot would be able to guide them on what part of the industrial operations have to really go through a maintenance.

And most importantly, we were also able to actually bring in orchestration with agent AI, where the OT systems and the IT systems come together. So seamlessly, we were able to really move towards actually creating the entire work order process, the planning process, which actually moves over from OT systems to the SAP or the ERP that we have. And we see the impact of bringing huge planning efficiency, asset utilization and etcetera. Of course, here, we partner with Microsoft, and we used all the stack of the entire Azure to really make it come to life.

The last case I want to really dwell is about Hertz. I am sure all of you know it is a very large mobility organization where we are today, as we speak, embarking on really modernizing their entire reservation, their fleet management, their pricing and the whole thing, which today is approximately 3 million lines of code actually sitting on a tandem computer. And I would like to here play the video, let us hear from the customer on what their experience has been and what we have done with respect to this journey.

So the important point to note is, models are there, I think workflows are there, but our context of Hertz in terms of what their processes are, how the code has been written, how the existing architecture is and what is the new modular architecture that we need to really help them migrate to is the context that this iLEAD brings to bear. And that is very critical as we really look at this entire legacy modernization.

So that, ladies and gentlemen, summarizes the six value pools that we are talking about, and thank you so much.