



# Infosys Limited Investor AI Day 2026

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Let me set the context before we deep dive into our Infosys AI Playbook. Every tech shift, whether it is PCs, internet, cloud, digital, each one of them led to rewiring of enterprise work and workflows. And AI is the next rewrite. Here is a typical enterprise landscape - sounds complex, this is one of the simpler ones. A typical enterprise will be far more complex because of the scale, because of the fragmentation, internal and external, the heterogeneity and the divergence of the operating model and the regulation with which it operates in, which is by design by the way, and of course, the technology debt.

So, AI in enterprise is not just about low-hanging fruits like localized efficiency or user productivity. Integrating AI in an enterprise is not just a software upgrade or a plug-in. If it was that simple in such a huge complexity, no surprise that AI projects fail. Then what is it about? It is about harnessing the full potential. It is about re-imagination of systems, processes and deeply embedded ways of working and rewiring legacy power structures. So, Infosys has done this enterprise rewrite with each of the past tech shifts, and we are now doing the next enterprise rewrite with AI.

So let us look at how is the enterprise tech stack changing. Typically, it consists of the systems of record, which deliver deterministic, programmatic capabilities, which are codified, structured processes and enforce policies and this delivers governance, accountability and compliance. We have systems of intelligence which facilitate engagement, collaboration, transactions, but usually, it is the humans who engage with data and the workflows.

Above the enterprise stack, lies a vast non-deterministic or non-programmed flows, these are unique, unstructured, they need novel problem solving. It needs experience, gut feel and is usually handled by humans. This is the layer, which is under served today, and this is ripe for AI-led transformation. So, it is a myth that enterprises need just 2 layers, which is AI and data, it is enterprise and algorithm.

How should we harness AI then? AI is not the end game of tech transformations. It is just another one, but it is a giant leap in raw capability, and it is not system complete. So, we need a multilayer transformational approach and purposeful orchestration to harness the potential of AI. This is why AI diffusion in an enterprise lacks the rate of AI adoption, and it needs time.

So how is AI transforming the enterprise stack? What does this enterprise rewrite about? The core intelligence of humans plus machines will be seamlessly shared across the layers, so that every layer gets reinforced within the enterprise stack. The systems of record need acceleration, so that the business and operational processes can become more efficient.

The systems of intelligence needs a seamless integration of structured and unstructured data, so that intelligence can be wired into user journeys, business processes, transactions and decision-

making. It is estimated that 60% of effort in an AI project goes into doing this. The models will come in later and this requires deep industry knowledge and context of the enterprise.

Encoding intelligence and AI in the flows leads to more automation and autonomy. And this is leading to the development of a new layer within an enterprise stack, which is what we call as the systems of cognitive work within an enterprise.

As an outcome, humans will shift from acting on data directly to a governance and oversight role on flows and decisions. All the new AI tools that keep coming at us at fast pace will get plugged into the systems of new cognitive work, and it will accelerate the re-imagination of an enterprise or its flows and decisions. Infosys will unlock tech debt and complexity and harness the power of AI to be enterprise grade and bridge the evolution adoption gap and expand our addressable market.

So how do we monetize this? Our playbook reflects the structural changes necessary in our industry, so that we drive value at the intersection of intelligence, engineering and domain. With AI, capability is a commodity, because it is available to all.

Sustainable mode for an enterprise can be created by deep integration in specialized workflows and unlocking unique organization knowledge and context. So every enterprise has got unique data processes, risks and complexity, and AI will not unlock uniformly across the enterprises because of this variance. So our client intimacy and deep understanding of our client context will help us, mitigate this and unlock value and also drive culture and change.

So we have built an engineering approach in our delivery where we can codify enterprise context, which will help accelerating scaling of AI. And this also enables enterprises to retain and protect this unique enterprise context within their four walls of the enterprise, so that they can keep their competitive differentiation, and this is not diffused into the AI models. Our depth in engineering and frameworks on IP and patents will accelerate AI readiness and adoption with our Topaz Fabric and our specialized talent in the form of full stack and FDEs.

For a financial services client, they were looking for an AI partner. When we started talking to them, we realized that they have a very strong enterprise AI platform that they have built. But then what we realized was they had an adoption gap, and we pulled out our agent control framework, as we call it, which would address the quality of code that is being generated, which would address the AI slop, which led to a poor adoption within their organization. So now we are working with them on taking our framework and fortifying their enterprise AI platform, so that we can accelerate that journey.

We have embarked on a talent transformation journey to build an ambidextrous workforce, which is deep in engineering and creative in reimagining work and workflows from first principles. We see new opportunities with domain stack. We have over 25 years of industry-focused experience and

when core intelligence connects with agentic economy, the play of AI elevates from how work is done to new outcomes that are possible. So we are invested in building the domain stack powered by our depth in domain and knowledge of how to deeply integrate AI tools and plug-ins into the flow.

We have created strong differentiation in our services stack. AI is now integral to how we deliver every service. Our services stack is powered by Topaz Fabric. We now have an approach to productize and reimagine work and workflows that will lead to a human plus agent model. We are also seeing momentum with new deal archetypes, legacy modernization with reduced risk, higher predictability on cost and accelerated timeline, large deals with integrated ops tech and transformation wired in, organization transformation encompassing enterprise stack and people.

This includes the AI-first DCC approach, which we have pioneered in the market. We have also elevated our play to take end-to-end accountability from strategy to actionable roadmap to execution and eventually outcomes. We have expertise in delivering both above the line, which is business value and below the line, which is efficiency. Infosys is best equipped to deliver enterprise AI ambition with the power of our client intimacy and our AI playbook.

A quick example. Here is a client, a CPG, who had an ambition of clocking about growing their revenue to \$7 bn. They came to us to bridge their ambition and deliver an AI operating model, so that we will have an actionable roadmap and execute to it with executive AI value office, along with managing risk, governance and assurance. We used our Infosys IP and built their unified data foundation. We build their enterprise Agentic AI platform with the requisite guardrails. This enables them to rapidly innovate and diffuse AI across their functions. Today, they have 10 Agentic AI products in the business across different functions from R&D, sales, marketing.

Above the line, with the agents that we developed in R&D for product formulation, they now have line of sight to \$50 mn revenue, which they did not have before. Below the line, we have been able to unlock \$25 mn cost savings through just optimizing operational work. And then beyond this, we were also able to deliver 40% of business productivity improvement in functions like procurement and marketing. Thank you.