

Infosys Limited Investor AI Day 2026

February 17, 2026

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Good afternoon, everyone. I know it has been an intense day of learning. And first of all, thank you for really taking the time and spending this entire day with us. Now I am quite pleased to actually talk to you about the role of the brand in the larger AI journey that we are on. As most of you know, mindshare leads market share. Now that is something we have heard as an adage.

For many, brand is a nebulous concept. But for this audience in the room, the financial analysts, I am sure you realize that a well-managed brand can indeed drive much stronger impact on the business, be it on the revenue dimension, the market share dimension or the shareholder value dimension.

And what you are seeing on your slide out there is how brands not just across categories, well-managed brands drive a revenue and a market share uplift, but even if you look at the data to the right, well-managed brands across decades outperform not just the industry, but the market as well.

So with that as a philosophy with which how we nurture our brand, I want to actually give you an example. Just like any other strong brand, we follow a multi-channel, multi-offering, multi-segment approach to marketing. But we attempt to do it with a little bit of disruption and a little bit of a twist.

And what you are seeing out there on the screen is an example of how we think about our strategic partnerships. Some of the brands that you are seeing on the screen are possibly one or some of the largest brands in the world, but there is a consistency in all of them. They actually play at the intersection of passion and executive participation. And for decades, brands have leveraged these kinds of partnerships to showcase their reach to the world. But when we think about these platforms, we think of them not just as a platform to showcase brand visibility to billions around the world, but to also ensure that these platforms are becoming better, more disruptive to their end consumers by leveraging Infosys cutting-edge technology.

That is the magic in the partnership because it becomes a showcase to a billion people in the world what Infosys AI can do.

Well that in itself sounds wonderful. I guess the natural question would be, how has it tangibly impacted the brand? So let us take a look at that.

What you are seeing on your right is a ranking by Brand Finance, a leading brand consultancy firm based out of London. They have seen Infosys as the fastest-growing brand in its category around the world six years -- for the last six years. To your left is another highlight of Kantar BrandZ Top 100 brands results and Infosys for several years in a row is now being rated as a Top 100 brand, not just in the IT industry, but across categories.

How is that larger brand awareness translating into enterprise AI resonance? And what you are seeing at the bottom of the screen are some of the initiatives we have undertaken to really drive strong association with enterprise AI. To begin with, we were the first in the industry to launch an AI services brand called Infosys Topaz. We then went around with multiple channels, whether it is enterprise AI conversations or enterprise AI World Tour around the world where just in the last 12 months alone, 700 of our clients have interacted and understood our approach to enterprise AI.

We even invested in expanding the Infosys Knowledge Institute to really drive research on where AI is headed, whether it is the enterprise AI radar or whether it is AI indexes across different verticals. The idea simply is how can we be the engine of knowledge awareness and brand awareness in the enterprise AI category. And that is why what you see to your left is how Infosys is being seen from an enterprise association platform when it comes to the entire industry. This is the research that we undertake quarter-on-quarter because this is a space that is changing quite rapidly. And we would like to know how brand Infosys is faring on the Enterprise AI association. And clearly as you can see across the last year alone, we are at the top of the stack.

You saw multiple client stories played out over the last few hours. And that is a metric that we track very, very closely because we believe that the biggest proof of our success is our client voice. And that is the word of mouth that you are seeing consistently rising. What is to the bottom right is how the focused effort on thought leadership is driving media share of volumes around the world. And again as you can see year-on-year, we are almost growing that by over 100%.

And this is not just how Infosys see it inside out, this is also how one of the stakeholders that all of you track very, very closely, the industry analysts, they are acknowledging it as well. Whether it is across the digital ratings or whether it is across AI ratings, Infosys has consistently been on top when it comes to leadership rankings. And I will bring the conversation back to where I started, which is how has all that translated into business impact for Infosys. It has not just helped us stay ahead on the revenue curve vis-à-vis the market, it is also demonstrated tangible impact on the market share gains.

So the question then in front of us is what is next? And how are we thinking about our brand going forward. What we intend doing clearly is to really live the promise of 'navigate your next' as our clients' transition through another big turn of technology. But to really bring this promise to life is how we are going to do it is to unlocking AI value. And that is going to be the endeavour of the brand over the foreseeable future. Thank you very much.