**Approaching value creation**

**Value creation model**

**Inputs**
- **Financial Capital**
  - £75,407 cr Net assets
  - £31,286 cr Consolidated cash and investments
- **Intellectual Capital**
  - 1,90,000 Employees trained in digital skills
  - 40 Industry-leading products, solutions and platforms
  - 248 Startups in our innovation ecosystem
- **Human Capital**
  - 3,43,234 Total no. of employees
  - 16.31 Annual average training days per employee
  - £1,585 cr Investments in employee well-being
- **Natural and Manufactured Capital**
  - 28.9 mn sq. ft. Highest rated green buildings
  - £1,510 cr Capex spend on tech infrastructure
  - 32 Climate change solutions
- **Social and Relationship Capital**
  - £517 cr Global CSR spends
  - 1,872 Total no. of active clients
  - 28 No. of nearshore / tier-2 locations
  - 13 No. of carbon offset projects

**Process and Strategy**
- **Client offerings**
  - Digital
  - Products
  - Platforms
  - Core solutions

**Outputs**
- **Financial Capital**
  - 15.4% Constant currency revenue growth
  - 9.7% Earnings per share growth
  - 31.2% Return on equity
- **Intellectual Capital**
  - 62.2% Digital revenues
  - 25.6% Constant currency digital revenue growth
  - 56 Digital leader ratings
  - 290 Artifacts published by the Infosys Knowledge Institute (IKI)
  - 735 Patents in the portfolio
- **Human Capital**
  - ~50,000 Fresh graduates hired globally
  - 1,35,355 Women in the workforce (39.4%)
- **Natural and Manufactured Capital**
  - 4th Consecutive year of being carbon neutral across scope 1,2,3 emissions
  - 49.92% Reduction in scope 1 and 2 emissions over the BAU scenario
  - >30% Client engagements include climate change solutions
- **Social and Relationship Capital**
  - 8.5 mn People enabled in digital skills
  - 458 New client accounts
  - 64,275 Employees in nearshore / tier-2 locations
  - 2,40,000+ Rural families continue to benefit from our carbon offset projects

**Outcomes**
- **Profitable growth**
- **Sustained / long-term cash flow**
- **Diversified portfolio of solutions across industry segments**
- **Innovation partner to clients**
- **Partner of choice for social and environmental solutions for the community**
- **Top employer in 22 countries across Europe, Middle East, Asia Pacific, and North America.**
- **Best-in-class employee experience and learning**
- **Safe and inclusive workplaces**
- **Strong advocates of environmental stewardship extending beyond our boundaries**
- **Productive, safe and healthy workplaces for employees**
- **Positive impact on the communities in which we operate**
- **Trusted partner of choice for all stakeholder groups**

**Stakeholders**
- Investors
- Clients
- Employees
- Suppliers
- Communities
- Government / Regulators