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The age of orchestration

Whenever there is a major technology transition, questions are asked of Infosys. Whether we will master the transition, continue to be relevant, establish a defensible position, and maintain growth and margins. Given that AI is a much larger and disruptive technology transition than ever before, the questions, and even doubts, are louder and more insistent. Moreover, the existential question asked of us: If coding becomes automated, then why are we needed at all? More than 3 years after the launch of Generative AI, we can unequivocally say that Infosys is more relevant than ever, and we have a bright future in front of us. The shift from predictable machines to probabilistic ones is as consequential as the speed of adoption, and it is reshaping what the work now requires.

While we will embrace the best coding tools and improve our productivity, there is much more to do in the software development life cycle. Solutions need to be tested and validated, and architectures designed for speed, scale and resilience. Cybersecurity must be prioritized, and data protected per company rules and other governance policies. There is plenty to be done as we address the deployment gap in our large enterprise customers.

Continuous learning and talent transformation have been core to Infosys for several decades. The new era of AI requires fresh learning and new mental models. We are well prepared for this challenge. We will completely prepare our talent for this new age and redistribute those released by productivity to grow new accounts and offerings.

The AI revolution has also created an extreme sense of urgency in our customers for legacy modernization, eliminating data silos, addressing AI-identified cyber vulnerabilities, and in general reducing and eliminating the technical debt accumulated over decades. The preference will be to build versus buy for software. All this creates significant opportunities.

The biggest prize will be how we meld the world of models and agents with the traditional deterministic systems that currently dominate the enterprise. While the new capabilities bring intelligence, simplified user experience and extreme automation, the highly scalable and reliable transaction systems of yore are still highly relevant. This will also create a large set of opportunities.

The environment has not become any simpler. Supply chains have continued to redraw themselves, and AI regulation is being written in real time across many jurisdictions. This is not a detour from the work of building durable enterprises. It is the terrain on which that work is now done.

Moving from pilot to scale is where most enterprises stall, tangled in legacy architecture, organizational inertia, and jurisdictions whose rules are still being written. This is not an opportunity gap. It is a deployment gap, and closing it requires what we have come to call a root-and-branch surgery: not layering AI onto existing structures, but redesigning the business processes, customer journeys, and operating models those structures were built to serve.

Today, trillions of dollars of enterprise capability sit inside technology built for a different era, designed before online attacks were a daily reality. That technical debt is no longer a background cost. It has become a strategic liability: systems that grow more expensive to maintain each year and constrain the very agility AI demands.

What separates enterprises that unlock AI value from those that do not is rarely the technology they choose. It is the quality of the decisions made around it: organizational readiness, data integrity, governance, and pace.

What still matters is first-principles thinking: learning the underlying concept before reaching for the tool. The demand for human capability grows, not shrinks. The World Economic Forum projects that by 2030, 92 million jobs will be displaced and 170 million created, a net gain of 78 million. Capturing that gain requires empathy for the people affected, clarity about the outcomes sought, and the intellectual honesty to course correct when technology and human judgment diverge.

Yet the hardest variable in enterprise AI is not the technology. It is the context. Every company has a different legacy, different data, and different undocumented dependencies. Modernizing brownfield systems is far harder than greenfield development. Enterprise AI faces the same truth.

The future enterprise will be enabled by those firms that have built long and trusted client relationships, have a successful track record of execution, and can blend the old with the new. A trusted partner will ensure that the client enterprise retains strategic autonomy by providing optionality of AI tools and assist in the orchestration of the complex landscape. Trusted partners will also ensure clients retain control over their context and assure success by committing to business outcomes. This is what Infosys will do best. It is said that to anticipate the future, we should skate to where the puck is going. In this case, the puck is coming to where we have already positioned ourselves.

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