

# Delivering value Financial Capital

## Material topics

- Scale agile digital & Energize the core
- Shareholder returns
- High returns on equity

## UN SDG mapping



## Performance highlights

Revenue growth  
**9.6%**

Adjusted operating margin <sup>(1)</sup>  
**21.0%**

Return on Equity  
**31.6%**

Dividend per share growth  
**11.6%**

EPS growth  
**11.0%**

CRISIL Rating  
**AAA**

We obtain our Financial Capital through the funds generated from our business operations and financing activities. Our strong performance on the back of meticulous execution over the years, as reflected in the combination of high growth, strong cash generation and sustained profitability, has led to building a strong, debt-free, and liquid Balance Sheet. Our focus is on ensuring a sustainable and profitable financial position. Our stakeholders expect us to deliver long-term growth riding on a solid strategy and prudent business decisions. Our shareholders are looking for good returns on their investment and steady capital returns.

Over ₹ 37,500 crore has been returned to shareholders for fiscal 2026, reflecting disciplined capital allocation and strong shareholder focus.

## Managing financial capital

Infosys has a high cash-generating business with access to capital markets across the world. Our strong credit rating allows us to raise debt at competitive rates in the future, if needed. The primary source of funds is cash from operations and income from short and long-term investments, among others.

Our primary sources of liquidity are cash and cash equivalents, and the cash flow generated from our operations. We continue to remain debt-free, and we maintain adequate cash to meet our operational and strategic requirements, and unforeseen events, while also earning sufficient returns.

Our consolidated cash and investments include deposits in banks, investments in debt mutual funds, Commercial Paper (CP), quoted bonds and securities issued by government and quasi-government organizations, non-convertible debentures and Certificates of Deposits (CDs) – all

such instruments issued by eligible financial institutions with high credit ratings guided by our treasury policy.

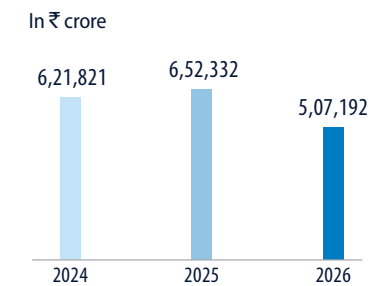
We also build financial assets and create financial value by investing in the startup ecosystem. These investments enable us to access innovation, which together with our services and solutions, deliver benefits to our clients. Most often, our investments comprise minority equity positions in startup organizations and / or venture capital funds.

### Shareholder value creation

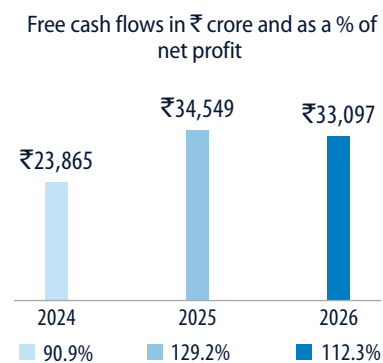
We constantly endeavor to fulfill the expectations of our investors through responsible business decisions and governance. Integrity and transparency are top priorities in our relationship with our investors.

We are privileged to share a strong relationship with investors, based on a deep understanding of their expectations and our commitment to creating value for them. Infosys aims

## Market capitalization



## Free cash flows

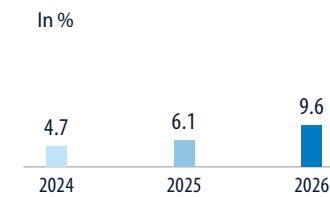


to deliver superior revenue growth and operating margins through prudent financial management and sound corporate governance – resulting in share value appreciation, leading to sustained value creation for investors. We maintain transparency in our disclosures and frequent communication with investors through channels such as quarterly post-result calls, analyst meets, the Annual General Meeting, and regular one-to-one and group interactions.

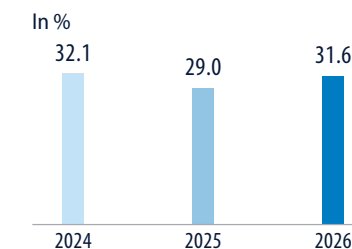
### Distribution of value created through Capital Allocation Policy

Effective from financial year 2025, the Company expects to continue its policy of returning approximately 85% of the free cash

## Revenue growth



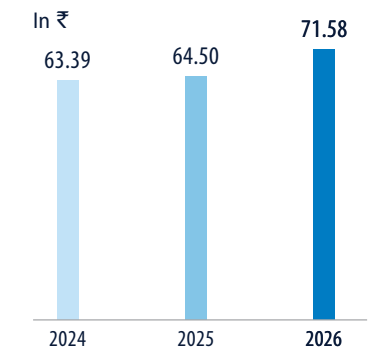
## Return on Equity



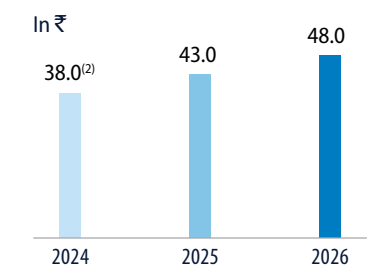
flow cumulatively over a 5-year period through a combination of semi-annual dividends and/or share buyback / special dividends, subject to applicable laws and requisite approvals, if any. Under this policy, the Company expects to progressively increase its annual dividend per share (excluding special dividend, if any). Details of our Capital Allocation Policy are available at <https://www.infosys.com/investors/corporate-governance/documents/capital-allocation-policy.pdf>.

The Company has returned approximately 82.1% of the free cash flow for fiscals 2025 and 2026 through dividends and buybacks, in line with the Capital Allocation Policy.

## Basic earnings per share



## Dividend per share



## Delivering value through business strategy

Our market-oriented four-pronged strategy enables us to invest in expanding our global digital footprint. This helps Infosys to be recognized as a partner of choice for digital transformation and also increases our potential to attract larger Total Contract Value (TCV) deals and clients. This enhances our ability to generate industry-leading growth and profitability, thus generating shareholder value.

(1) Excludes the effect of, the provisions of the Labour Codes notified by The Government of India on November 21, 2025 which resulted in an increase in gratuity liability, a defined benefit plan (arising out of past service cost relating to plan amendment) and compensated absences by ₹1,289 crore.

(2) Dividend excludes special dividend of ₹8.0 per share.

# Delivering value Human Capital

## Material topics

- Employee Value Proposition
- Employee health and wellness
- Nurturing workplace inclusivity

## UN SDG mapping



## Performance highlights

Employees globally

**3,28,594**

Nationalities in the workforce

**155**

AI-aware employees

**84%**

Employee satisfaction score

**79%**

Women in the workforce

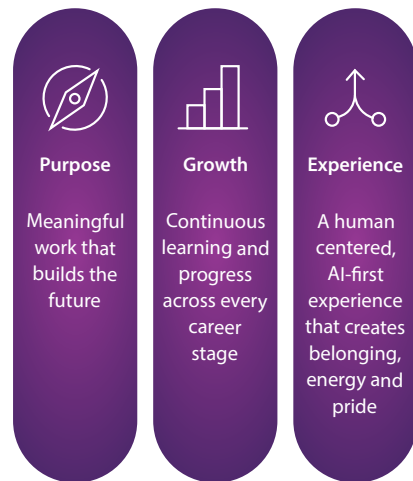
**39.5%**

We bring our Employee Value Proposition (EVP) to life through the experiences we design and deliver every day – anchored in meaningful work, continuous growth, protected well-being, and a genuine sense of belonging. This focus enables our workforce to perform at its best while staying connected to a shared purpose.

We strive to create a world-class employee experience, focusing on Experience by Design – designing consistent best-in-class policies, processes, programs and systems, keeping employees at the core of whatever we do.

## Employee Value Proposition

Our Employee Value Proposition (EVP) is the unique set of experiences, rewards, benefits, and fulfillment that the employee gets for their commitment and skills. This is Infosys' promise to its employees – proudly called 'Infoscions'.



## Nurturing workplace inclusivity

At Infosys, inclusion is a part of our culture, embedded in how we lead, learn, and grow together.

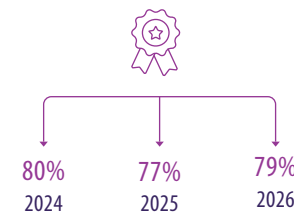
As part of our ESG Vision 2030, we aim to achieve 45% female representation in our workforce by 2030. In fiscal 2026, women made up 39.5 % of the total workforce.

## Employee health and wellness

Infosys is committed to fostering a safe, healthy, and incident-free workplace for employees, contractors and other stakeholders. Through our integrated Occupational Health and Safety Management System aligned with ISO 45001, the organization proactively identifies workplace hazards, implements risk mitigation controls and strengthens a culture of safety excellence. Regular audits, safety initiatives, employee engagement programs, and emergency preparedness drills contribute towards continuous improvement in safety performance and employee well-being. Infosys' wellness philosophy is embodied in HALE (Health Assessment & Lifestyle Enrichment) – a comprehensive, award-winning framework that integrates well-being into the Company's culture and operating model. HALE is anchored on the four pillars of Physical, Emotional, Social, and Digital Well-being, with Safety embedded as a core, non-negotiable component. This holistic approach ensures that wellness is accessible, inclusive, and relevant across geographies, work models, and diverse workforce needs.

## Infosys Pulse

Infosys Pulse is the Company's employee feedback platform designed to capture insights on workplace experience. It enables leadership to stay aligned with employee sentiment and drive continuous improvement. The platform supports data-driven decision-making by translating feedback into meaningful organizational actions.



## InStep

Infosys' flagship global internship program, InStep, has

- 220+ partner institutions in over 50 countries
- more than 3,500 alumni members and interns from over 50 nationalities.

InStep has been ranked as the World's #1 Internship Program, five times in a row by Vault Firsthand, a prestigious career intelligence platform. InStep has been instrumental in building strong academic partnerships for Infosys with premier global institutions, generating numerous patents and publications, along with contributing to the overall localization efforts. The recent launch of InStep Japan marks another milestone in our journey to nurture global talent.

## Flexibility by design and distributed workforce

We established innovation hubs, nearshore centers and digital design studios across geographies. Our hybrid work model, centered on our

people and their comfort, offers the flexibility to work from home and office, at locations closest to their homes. As part of this strategy, we have set up offices in Ahmedabad, Guwahati, Kolkata, Visakhapatnam, Noida, Hubballi, Indore, Navi Mumbai, Nagpur and Coimbatore in India over the last few years.

We follow a distributed-hybrid model that supports self-development, collaboration, and business outcomes. The vast majority of our workforce operates in a hybrid manner. We proactively monitor work-hour patterns to identify risks of excessive or unsustainable workloads and nudge employees to pause, recharge, and restore balance. Managers play a critical role in making flexibility fair and effective. They are regularly reminded and supported with insights to help identify workload imbalances, staffing challenges, or individuals who may need additional support. By ensuring equitable distribution of work, we actively mitigate the risks of stress and burnout and foster healthier, more resilient teams.

## Leveraging AI to improve employee experience

At Infosys, we recognize that each employee is unique, and so should their journey within the organization be. In today's digital-first world, we are harnessing the power of Artificial Intelligence (AI) to deliver personalized experiences at scale. In line with this, we are reimagining the employee experience by integrating AI across the entire talent lifecycle – from recruitment to onboarding to performance management and continuous learning till offboarding. Our approach to AI adoption within the HR function is grounded in a simple belief: technology should make work more human.

InfyMe, our mobile-first, self-service platform, integrates over 200 service touchpoints into a single, intuitive interface. We continue to enrich our InfyMe app with more services that enable teams to operate, connect, and collaborate easily, particularly in the hybrid work model.

## Our NAVI-powered interventions

**Data Assist:** This natural language-friendly AI assistant can be used to query data related to Leave, Attendance, Allocation, Assets, Confirmation, Master data, etc.

**Policy Advisor:** Here, the AI assistant will respond to employee queries by interpreting policy documents and personalizing interactions for each employee.

**Moments That Matter (MTM):** MTM has been ideated to become a celebration platform that is integrated into all celebrations, small or big, throughout the employee life cycle. Smart alerts inform employees about upcoming moments that matter in their teams, and they can use AI to generate cards and messages to their colleagues and teams.

**Our AI-driven Pulse analysis** empowers continuous listening, helping us identify employee sentiment and act early to enhance well-being and engagement.

In learning and development, we are deploying generative AI to deliver personalized learning paths, simulate real-world scenarios, and assist in content creation. AI companions on our learning platform Lex, such as Zoiee and SynthAIz, provide intelligent tutoring, summarization, and contextual learning support.

# Delivering value Intellectual Capital

## Material topics

- Innovation and Intellectual Property
- Products, platforms and solutions
- Responsible AI

## UN SDG mapping



Our Intellectual Capital is driven by agility, flexibility, and innovation. We are committed to working with experts, partners, academia, and other stakeholders to develop new products and services that meet the needs of our customers and communities. We are also focused on strengthening our Tech for Good solutions and providing an environment to incubate new businesses and scale startup-led offerings.

With iCETS, Living Labs, Infosys Innovation Network, and Infosys Business Incubator, we have a broad portfolio of offerings across industry segments, while the Infosys Prize and the Aarohan Social Innovation Awards provide a platform for innovators and social entrepreneurs, respectively.

## Performance highlights

### Applied Research Centers

7

### Client Living Labs

100+

### Patents (granted / pending)

973

### Infosys Knowledge Institute assets

2,000+

### Trademark for Infosys in India

“Well Known”

### Rating for iCETS platforms by analysts

Industry leader

### Accounted for 1,300+ client impressions by

430+ startups

### Rating in AI

#1

## Infosys Center for Emerging Technology Solutions (iCETS)

iCETS is the emerging technology incubation unit for Infosys, delivering next-generation platforms and innovation-as-a-service powered by New Emerging and eXploratory Technologies (NEXT).

### Driving next-generation innovation:

As AI adoption accelerates, generative AI is scaling from experiments to enterprise deployment, transforming how businesses operate and innovate. iCETS leads this shift by enabling enterprises to apply emerging technologies through a structured, outcome-driven approach.

### A structured innovation journey:

**Now, Near, and Next:** iCETS innovation framework is grounded in a clear and scalable model that balances long-term vision with immediate business impact:

#### Now

**Platforms and ecosystems:** Driving enterprise-scale value through reusable platforms, accelerators, and integration capabilities that operationalize AI at scale. Together, these pillars form a cohesive approach that transforms ideas into

measurable business outcomes. At the core of our “Now” strategy is Infosys Topaz Fabric – composable and interoperable AI agents, tools, services, and models. The stack enables organizations to optimize existing IT processes and eliminate or automate manual tasks. It helps enterprises build on existing investments through a platform-of-platforms approach, unlocking value across the enterprise landscape.

#### Near

**Living Labs:** Bringing innovation to reality through co-creation, rapid prototyping, and real-world validation, Living Labs enable clients to contextualize, experiment, iterate, and de-risk innovations in controlled environments.

**Infosys Living Labs** are global innovation hubs where clients, partners, startups, and academia co-create solutions using emerging technologies.

**Client Living Labs** deliver Innovation-as-a-Service, enabled by three flagship programs: IncubateNext for scalable, real-world innovation; ImagineNext for future opportunity discovery; and SenseNext for converting early

market and technology signals into action.

#### Next

### Applied Research Centers (ARC):

We innovate across Advanced AI, New Interaction Models, Cybersecurity, Autonomous Machines, Humanoids, and Quantum – bringing research-driven emerging technologies into enterprises for real client impact.

### Nurturing innovation

**Be The Navigator (BTN)** empowers our teams to develop innovative solutions for our valued clients with a structured framework for ideation, prototyping and incubation. 12,435 BTN ideas were submitted, 2,429 implementations have been completed and 1,101 are in progress.

### Infosys Innovation Network (IIN)

is a well-orchestrated partnership of select startups, universities, hyperscalers and Infosys to incubate and bring the best of innovations in emerging tech areas such as AI, gen AI, data, fintech, cloud, cybersecurity, InsurTech and more, from across the globe. Today, IIN boasts of 430+ startups that have generated 1,300+ client impressions.

### Infosys Business Incubator (IBI)

is designed to create and scale entrepreneurship capabilities within Infosys with next-generation micro platform and micro service line-led businesses for Infosys. The incubator curates new cohorts of businesses each year to sustain and nurture talent. IBI has engaged with 1,000+ entrepreneurs and five ventures have been selected for incubation from cohort 1 and three from cohort 2.

**Be A Maker** program offers opportunities for showcasing creative expressions of ideas in a phygital mode. This program,

mentored by ENGG, Kaleidoscope, and iCETS, enables rapid innovation and iterative learning through direct feedback from experts. 200+ ideas have been generated and five phygital showcases have been created for clients.

## Infosys Knowledge Institute (IKI)

IKI is the business research and thought leadership arm of Infosys. IKI harnesses the intellectual capital of Infosys’ experts and client collaborations to produce novel, distinctive content and insights on the business impact that technology can drive for enterprises. IKI also develops proprietary data and insights through primary research, including large-scale surveys and quantitative analysis. These are published through its flagship Radar maturity reports, the annual Tech Navigator report and ongoing TechCompass tech trends series, and industry-focused market outlooks and executive journals. IKI has collaborated with over 1,000 clients and created over 2,000 assets since inception. For more information, visit <https://infosys.com/iki>.

### Product innovation

**Infosys Topaz AI Next:** Infosys Topaz AI Next is a unified AI platform designed to enable AI-driven orchestration of complex, multi-agent enterprise workflows across humans, AI agents, and enterprise systems. It combines EdgeVerve’s product innovation with Infosys’ global scale to transform both enterprise operations and core business functions. Read more at <https://www.edgeverve.com/ai-next>.

### IP, patents and trademarks

Infosys actively innovates and develops platforms, products and

tools that constitute its collection of IP assets. These assets, available on the Infosys Marketplace, are used to differentiate ourselves in the market or as productivity-enhancing tools. We have 973 patents (granted / pending) in the portfolio. Over 900 trademarks registered (or pending) across 51 countries underscore the strength of our brand.

**“Well Known”:** Infosys is regarded by Indian authorities as a “Well Known” trademark.

**Most valuable brand:** Infosys is the fastest growing IT services brand globally with a CAGR of 15% in brand value and maintains leadership as a global Top 3 IT services brand.

### #1 rating in AI

We have been identified as a global leader in 16 AI rankings by various industry analysts. We have successfully delivered over 400 generative AI projects with Infosys Topaz. Our AI work spans a wide spectrum of priority areas, including process improvement, engineering, customer service, cybersecurity, and employee productivity. We have built four small language models for banking, IT operations, cyber and enterprises broadly.

### ESG solutions

Anchored in sustainable governance and enterprise-wide advisory, the Infosys Sustainability offerings span ESG strategy, data management, and reporting; sustainable operations and responsible value chains; Green IT; smart and green buildings; energy transition and decarbonization; sustainable finance; and sustainability adoption through digital skills. Our sustainability revenues stood at 36% in FY26. Read more in the ESG report.

# Delivering value Natural Capital

## Material topics

- Carbon neutrality
- Renewable energy
- Offsets for community development
- Advocacy for climate action
- Water stewardship
- Zero waste to landfill

## UN SDG mapping



## Performance highlights

### Carbon neutral for 7 years in a row

Share of renewables in our India operations

**81.8%**

Number of saplings planted through agroforestry program

**~14 mn**

Rural families benefited through carbon offset programs

**3,00,000+**

Wastewater recycled within our campuses

**100%**

Long before climate change emerged as a global boardroom priority, Infosys recognized that natural capital is integral to long-term value creation. Our approach to environmental stewardship is holistic, science-driven, and anchored in responsible growth.

We are advancing decisively towards climate positivity through our Reduce and Restore strategy.

## Advancing climate positivity

In FY26, Infosys continued to advance its journey from carbon neutrality to climate positivity. By integrating efficiency, clean energy, and carbon sequestration with regenerative, nature-based solutions, we are moving beyond emissions reduction to creating net positive environmental outcomes. The initiatives that follow reflect our commitment to Reduce and Restore – strengthening resilience across operations, value chains, and ecosystems.

### 1. Energy efficiency and low-carbon approach

Infosys continues to lead in energy efficient, low-carbon infrastructure, embedding efficiency across the full life cycle of our buildings. Our campuses leverage advanced technologies such as radiant cooling, radiant heating, innovative climate-adaptive cooling, intelligent controls, and climate-responsive design, enabling sustained reductions in operational energy demand.

Today, 84% of our office space is certified to the highest green building standards.

### 2. Renewable energy

Infosys continued to accelerate its clean energy journey, strengthening resilience while navigating an evolving regulatory and policy landscape. We have installed 62.42 MWp of solar photovoltaic capacity through a mix of rooftop- and

ground-mounted systems, reducing dependence on conventional energy sources and enhancing onsite generation.

Complementing this, we increasingly procure renewable power through third-party power purchase agreements and green tariff mechanisms, adapting our sourcing strategy to align with changing regulations across geographies.

### 3. Decarbonizing the supply chain

We are working closely with our supplier ecosystem to decarbonize the value chain. We have prioritized engagement with high-emission IT hardware suppliers through onsite assessments and senior-level dialogues to strengthen alignment on decarbonization roadmaps. We supported suppliers in improving Scope 1, 2, and 3 emissions measurement, establishing robust baselines, and adopting verified Environmental Product Declarations. Ongoing handholding and performance tracking continue to help embed climate action into supplier operations, reinforcing a resilient, future-ready, and responsible supply chain.

### 4. Carbon offsets and regeneration

We address unavoidable emissions through community-centric, high-quality carbon offset programs, including clean cookstove initiatives in Rajasthan and biogas projects

in Maharashtra and Karnataka. Complementing offsets, Infosys has built one of India's largest corporate agroforestry programs, with around 14 million saplings planted across multiple states. These long-term plantations enhance carbon sequestration, improve soil and water resilience, and strengthen rural livelihoods – marking a decisive shift from compensation to ecological restoration at scale.

To date, these initiatives have benefited over 3,00,000 rural families and created more than 4,800 local jobs, delivering climate action with strong social benefits.

## Water stewardship

Water stewardship continues to be a core pillar of our environmental strategy, with sustained progress in reducing freshwater withdrawal and strengthening local water ecosystems. As a UN CEO Water Mandate signatory, we remain focused on minimizing consumption, maximizing reuse, and enhancing water availability in the communities where we operate.

100% of wastewater across our campuses is recycled, supported by large-scale rainwater harvesting systems and demand-side efficiency measures. Together, these interventions have further reduced our reliance on external water sources and strengthened resilience to increasing water stress. Our Bangalore campus is certified as water positive. In continuation of our efforts on achieving water positive / neutral status based on NITI AAYOG guidelines in our campuses, we achieved Scope 1 certification at nine of our campuses in India this year reflecting consistent performance over time.

## Lake rejuvenation

Extending our water stewardship beyond campus boundaries, we continue to implement lake rejuvenation projects in partnership with local stakeholders. Till date, our lake rejuvenation efforts increased cumulative storage capacity from 6 bn liters to 10.3 bn liters, adding 4.3 bn liters of freshwater capacity contributing to urban resilience, biodiversity revival, and community water security. This effort remains central to our goal of climate positivity, restoring more water than we consume.

## Waste management

At Infosys, our waste management strategy continues to be anchored in the principles of reduce, reuse, refurbish, repurpose, and recycle with steady progress toward our ambition of zero waste to landfill. We continue to strengthen segregation, onsite processing, and material recovery across our campuses, further embedding circularity into daily operations.

Organic waste continues to be treated onsite through biogas plants, composting and recycling mechanisms, minimizing offsite disposal and associated emissions, and also replacing a part of cooking gas requirements in our campuses. These sustained efforts have enabled consistent improvements in diversion rates and operational efficiency

Our e-waste includes IT equipment, mobile phones, printers, cartridges, electrical and electronic equipment such as refrigerators, microwaves, and air conditioners, lithium ion batteries, and cables, among others. We strive to extend asset life through hardware upgrades, component replacements, and re-imaging. Our progress is aligned with the TRUE

Zero Waste certification framework, reinforcing transparency and best-in-class waste management practices. 11 campuses across Infosys India have achieved TRUE Zero Waste certification, reflecting the scale and consistency of our circular economy approach across geographies.

## Biodiversity

We are strengthening biodiversity stewardship across campuses through native plantation, habitat enrichment, and knowledge sharing through our annual event BioConserve. In FY26, we launched the BioConserve platform – a digital, open repository designed to share resources, best practices, and research on biodiversity conservation.

## ASSURE

Launched in partnership with the Indian Institute for Human Settlements (IIHS) in April 2024, Accelerating Sustainable Super Efficient Real Estate (ASSURE) is a multi-stakeholder platform that enables the replication of climate resilient, energy-efficient buildings across India, with a target of 100 million sq.ft. by 2030.

This year, ASSURE progressed from concept to on-ground impact, with over 15 million sq.ft. of commercial buildings across India onboarded as lighthouse projects, demonstrating scalable pathways for super-efficient real estate in high-energy-intensity sectors. In addition, over 1,250 students and practitioners were upskilled on high performance buildings through webinars, in-person workshops and site visits. The initiative brings together policymakers, developers, experts, and industry leaders to advance performance measurement, skills, policy, and financing mechanisms. Read more in the ESG report.

## Delivering value

# Manufactured Capital

### Material topics

- Green buildings / infra / data center efficiency
- Workplace transformation
- Green IT

### UN SDG mapping



### Performance highlights

Radiant cooling solution patented in Europe and India

## Radiflux

Avoided plastic and thermocol in IT equipment purchase this year

# 5.7 tons

Office area certified with highest green building rating

# 84%

Office space monitored through Infosys command center

# 40mn sq.ft.

Building sector decarbonization initiative

# ASSURE

Our Manufactured Capital includes our energy-efficient offices, data centers, innovation hubs, digital studios, and our technology infrastructure across the globe. Our infrastructure is modeled taking into consideration stakeholder expectations of our commitments towards climate change mitigation, judicious use of natural resources and preserving our environment.

With a growing portfolio of highest-rated green buildings and accelerated investments in intelligent, collaborative workplace technologies, we are elevating the quality of our hybrid work environments. We continue to lead from the front, redefining benchmarks in environmental sustainability and future-ready infrastructure.

### Advancing the frontiers of energy performance

Through progressive design strategies, enhanced building envelopes, intelligent HVAC systems, and seamless integration of renewable energy, we continue to expand what high-performance buildings can achieve. The use of high-performance materials with recycled content, passive design principles, and real-time monitoring enables reduced energy intensity while improving occupant well-being.

Guided by our six core principles – health and wellness, social connect, sustainability, inclusivity, and technology enablement – our campuses are transforming into dynamic ecosystems that cater to varied work patterns, emerging capabilities, and an enhanced employee journey. Environmental stewardship is integrated through efficient interior solutions, sustainable materials, enhanced lighting and air quality, along with intelligent digital systems that minimize ecological footprint while improving usability and comfort, ensuring accessibility for all.

Infosys campuses, known for their world-class infrastructure and green spaces, offer a distinctive workplace experience for employees. With

84% of our office spaces certified as green buildings, we strive to redefine benchmarks in sustainable infrastructure, while delivering world-class, sustainable workplaces.

### Embedding circularity and innovation in design

As a key participant in the built environment, we recognize the importance of addressing embodied carbon, which remains a significant contributor to the life cycle emissions of buildings. We continue to integrate Life Cycle Assessment (LCA) into early-stage decision-making to support responsible material selection and design optimization.

Steel and cement, which account for nearly 70% of embodied carbon in office buildings, have been primary focus areas. We have prioritized the procurement of secondary steel produced from recycled scrap, which has a significantly lower emission intensity (1–1.5 tCO<sub>2</sub>e/t compared to 2.5–3.5 tCO<sub>2</sub>e/t for primary steel). Further, we have optimized cement use through blending with industrial by-products such as fly ash and ground granulated blast furnace slag.

While advancing thermal management in our office buildings through innovative technologies such as radiant heating and free cooling under favorable climatic

conditions, we have standardized the procurement of air-conditioning equipment using refrigerants with very low global warming potential as a regular practice.

We strengthened our circularity efforts by eliminating plastic and thermocol-based packaging for IT equipment and embedding sustainable packaging criteria into our procurement processes. Partnering closely with suppliers, we transitioned to paper-based, recycled, and biodegradable fibre alternatives, including materials derived from agricultural waste – demonstrating a shift from operational waste management to design-led circularity.

### Resource circularity in operations

Our Circular Economy initiatives focus on responsible utilization of IT assets, ensuring maximum value extraction across the asset lifecycle while minimizing environmental impact. We adopt a structured approach to extend asset life through reuse, redeployment, and refurbishment, thereby reducing e-waste generation and the demand for new resources.

A strong emphasis is placed on repurposing and reuse of IT assets across functions and delivery centers, enabling optimal utilization and avoiding premature disposals. Assets that reach the end of their usable life are handled through responsible end-of-life management.

### Green IT

InfosysIT has embedded sustainable practices across the life cycles of service design, operations, and disposal of IT assets.

### Data center efficiency

InfosysIT has positioned data center modernization as one of

the key pillars of its sustainability and responsible growth strategy. Recognizing the environmental impact of traditional infrastructure models, the organization has architected its data center ecosystem to prioritize efficiency, scalability, and long-term resource optimization.

This transformation is enabled through the adoption of density-optimized hyperscale platforms that enable cloud-scale agility and high-density server virtualization. This approach has significantly reduced infrastructure sprawl while maximizing utilization of compute resources, embedding sustainability principles directly into core IT operations.

Building on this modernized platform, InfosysIT rationalized and consolidated data centers and server rooms across development centers. This consolidation effort reduced redundancy, optimized space usage, and enabled a more sustainable operating footprint.

To ensure sustainability gains are continuously improved, InfosysIT has made focused investments in Data Center Infrastructure Management (DCIM) capabilities. These tools provide integrated, real-time visibility across both IT and facilities infrastructure, enabling data-driven decisions, proactive optimization, and informed consolidation planning. By embedding observability and governance into the operating model, InfosysIT ensures that sustainability outcomes are measurable, repeatable, and scalable over time.

### Infrastructure as code

Infrastructure as a code is a transformational initiative towards enabling continuous deployment, integration, and touch-less life

cycle management of infrastructure components. This methodology enabled us to overcome common challenges associated with traditional infrastructure management, demand at scale, speed and consistency of deployment with interdependence between teams. As a result of this transformational initiative, a substantial number of playbooks are developed to automate platform-related processes.

### AIOps-powered digital operations

InfosysIT leverages a modern AIOps platform with intelligent noise suppression and context driven notifications. The solution delivers unified observability across infrastructure landscape, while enabling visibility into capacity usage and cost efficiency. It processes high volume data from diverse IT sources to support proactive and informed operations.

### Public cloud adoption

The organization has largely transitioned its internal IT applications to the public cloud, enabling scalable, on-demand infrastructure and reducing reliance on on-premises data centers. Employees are empowered with cloud based collaboration and secure access solutions that enhance hybrid work experiences.

The IT Service Management (ITSM) landscape adopts a standardized, AI enabled service-desk on a SaaS hosted platform. This advancement has delivered standardization in operational processes, enhanced automation, and improved overall user experience across all support services, enabled the use of AI-assisted agents to further strengthen the employee experience, efficiency and effectiveness.

# Delivering value

## Social and Relationship Capital

### Material topics

- Client value
- Inclusive development
- Digital skilling

### UN SDG mapping



### Performance highlights

#### Infosys Prize winners since 2008

104

#### Corneas harvested as part of our cornea care program in FY26

15,000 +

#### Learners enabled in digital skills

15 mn +

#### Global CSR spends

₹666 cr

#### Suppliers (by value of business) assessed on ESG

91.64%

Our Social and Relationship Capital guides us to bring the interests of our stakeholders to the fore. As enterprises focus on reshaping their businesses in the digital era, we are helping our clients drive transformation. Our social ambition focuses on serving the development of people by shaping a future with meaningful opportunities for all. We deliver on expectations of nurturing social innovations and enabling employability through skill training of communities.

Our global CSR efforts address challenges across education, skilling and livelihood training, healthcare, women empowerment, science and research, environmental sustainability and more.

### Creating value for our customers

#### AI-first digital transformation

We help our clients accelerate their business transformation through our AI-first value framework. Our suite of services and solutions can deliver meaningful and sustainable business impact across six strategic pillars – Orchestrate, Insight, Transform, Modernize, Innovate and Assure. The pillars are deeply integrated and together, they provide a structured path to orchestrate data, technology, and operations at scale. Our approach enables clients to navigate the full AI journey with confidence, speed, and value realization. Details of our key customer services and solutions are available at <https://www.infosys.com/industries/>.

#### Client satisfaction

At Infosys, delivering value to our clients is at the center of everything we do. We conduct structured Annual Client Value and Quarterly Engagement surveys. These surveys are designed to enhance our understanding of our relationships with client organizations, prioritize areas for improvement, and remain attuned to their evolving needs. The latest annual client survey indicates that overall client experience

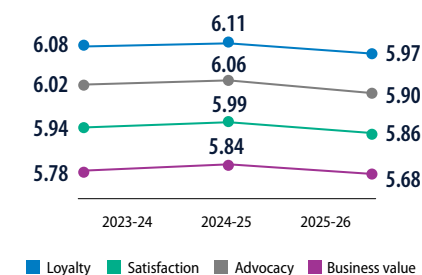
remains strong, with 91% of clients reporting high satisfaction scores and responses from 86% of accounts.

Infosys is viewed as a trusted long-term partner, differentiated by strong account management, partnership orientation, and consistent delivery excellence supported by experienced subject-matter experts.

Tenured client relationships reinforce trust and business alignment, while proactive AI, automation, and strategic technology advisory are increasingly recognized as value drivers.

Clients indicate an expectation for forward-looking, business-led AI advisory to support the evolution of AI roadmaps, identification of high-value use cases, and scalable business outcomes, with Infosys viewed positively in this context.

#### Client satisfaction: Trend of key outcomes (scale 1 to 7)



### Community

#### Digital skilling at scale

Infosys Springboard is Infosys' flagship digital learning platform that empowers people with skills to be successful in the 21st century. Till date, we have reached 15 million+ people including employees, client's workforce, students, teachers and communities with digital skilling initiatives.

#### Infosys Foundation

Infosys Foundation has touched over 7 million lives in the last year alone through its programs in the areas of education, healthcare, women empowerment, and environmental sustainability, among others, to create long-lasting impact. Recognizing that social innovations from the heart could transform societies, the Foundation launched the Aarohan Social Innovation Awards in 2018, which has completed four editions so far.

#### Infosys Springboard Livelihood Program

In 2024, Infosys Foundation launched the Infosys Springboard Livelihood Program, aligning with the Company's ESG ambition to create employment opportunities for 5,00,000 people by 2030. The program partnered with multiple implementation agencies working across rural belts, tribal regions, aspirational districts, urban slums, ITIs, and colleges. So far, the program has trained over 4,10,000 individuals, and 2,20,000+ individuals have been enabled with job offers across STEM and non-STEM roles.

#### Cornea care initiatives

Infosys Foundation has partnered with the LV Prasad Eye Institute (LVPEI) for the Universal Cornea Care Mission. It is designed to strengthen cornea care delivery

from early detection and treatment / surgery to eye banking and long-term follow-up. During FY26, the initiative reached 1,74,659 beneficiaries, conducted 2,28,334 school screenings, and supported the harvesting of 15,911 corneas. It is being implemented across Andhra Pradesh, Odisha and Telangana. The Foundation is also supporting Project Cornea – Corneal Blindness Screening and Treatment Initiative, implemented by Vivekananda Netralaya, a part of Ramakrishna Mission Ashrama, Dehradun. The initiative that began in August 2025, covering Uttarakhand (Garhwal region) and adjoining districts of Western Uttar Pradesh, Haryana, and Himachal Pradesh, has so far screened 15,270 individuals. Read more in the Foundation's annual reports at <https://www.infosys.com/infosys-foundation/about/reports.html>.

#### Infosys Foundation USA

Infosys Foundation USA is committed to expanding access to inclusive computer science education and digital upskilling opportunities for all learners. Through targeted programs, strategic partnerships, and continued innovation of the Infosys Springboard digital learning platform. The Foundation reached more than 1.26 mn students and 16,000 educators in fiscal 2026 and impacted over 27 mn students and 1.4 mn educators, since its inception in 2015. Read more <https://www.infosys.org/infosys-foundation-usa.html>.

#### CSR in EMEA region

Our CSR charter outlines how Infosys strives to be a force for good across Europe through the five core pillars viz., Digital Inclusion, Transformational & Innovative Partnerships, Education in Emergencies, Employee Engagement and Social Impact

Thought Leadership. Read more: <https://www.infosys.org/europe.html>.

#### CSR in APAC region

Our focused CSR strategy in the APAC region prioritizes education, reskilling, and digital inclusion. We collaborate with local partners to deliver impactful programs that support underserved communities, nurture future leaders, and enable employee volunteering. Read more: <https://www.infosys.org/australia.html>.

#### Infosys Science Foundation

The Infosys Science Foundation awards the annual Infosys Prize that endeavors to elevate the prestige of science and research in India. Since 2008, the Prize has been awarded to 104 researchers. Each Prize carries a gold medal, a citation, and a purse of US\$100,000.

The winners of the Infosys Prize 2025 included a scientist working on a new way of producing ammonia with a largely reduced carbon footprint, a scholar of Prakrit and Kannada who is working on translating a seminal text in early Kannada, and an economist working on market design problems around kidney exchange programs. Read more at <https://www.infosysprize.org/about-isf.html>.

#### Suppliers

Infosys believes in and is committed to partnering with the highest quality suppliers to ensure that we deliver best-of-breed business and IT solutions to our clients. As a signatory to the United Nations Global Compact (UNGC), Infosys leverages the UNGC principles covering human rights, labor, environment, and anti-corruption as foundational principles for building and improving its sustainable supply chain practices. Read more in the ESG Report 2026.