Management's discussion and analysis

Overview

Infosys is a leading provider of AI-first business consulting and technology services, enabling organizations to unlock AI value at scale. With over four decades of experience in managing the systems and workings of global enterprises, Infosys accelerates business transformation through its AI-first value framework, deep domain expertise, and unique ability to orchestrate innovations from its AI-native partner ecosystem. Our strategy is to be the navigator for our clients as they ideate, plan and execute on their journey to an AI-first future.

Our vision is to build a globally respected organization delivering best-of-breed business solutions, leveraging technology, delivered by best-in-class people. We are guided by our value system which motivates our attitudes and actions. Our core values are Client Value, Leadership by Example, Integrity and Transparency, Fairness and Excellence (C-LIFE).

Our strategic objective is to build a sustainable and resilient organization that remains relevant to the agenda of our clients, while creating growth opportunities for our employees, generating profitable returns for our investors and contributing to the communities that we operate in. There are numerous risks and challenges affecting our business. These are discussed in the *Risk management report* of the Integrated Annual Report.

I. Industry structure and developments

Fiscal 2026 saw lower interest rates and stable economic sentiment but policy changes and geopolitical uncertainties weighed on the tech services industry.

This was a year of subdued growth with pockets of economic green shoots that have kept technology-led growth active. Radical transformation in technology led by AI is shifting the dynamics of discretionary spending and mounting pressure on traditional IT services.

Global GDP growth remained flat at 3.3% in CY 2025[(1)]. During the same period, IT services contracted by 10 bps, growing at 4.6%[(2)]. We expect client spending and investments to continue to move towards AI in the near term. These investments are expected to be crucial during this period of economic uncertainty.

We saw AI reshaping the industry in fiscal 2026. We continued to witness businesses attempting to reimagine their cost structures, increase business resilience and agility, personalize experiences for customers and employees, and launch new and disruptive products and services, aided by enterprise AI. With our early lead in AI, we believe we are well-positioned to take advantage of these market opportunities.

For more information, refer to *Our business context* section of the Integrated Annual Report.

(1) NASSCOM Annual Strategic review, 2026

(2) IDC – Technology Spend Forecast

II. Opportunities and threats

Our strategy

Our clients and prospective clients are faced with transformative business opportunities powered by advances in software and computing technology, especially in AI. These organizations are dealing with the challenge of having to reimagine their core offerings, processes and systems rapidly and position themselves as leaders in their industry. Our strategy is to be a navigator for our clients on their AI journey and help them unlock business value. We help our clients ideate, plan and scale their AI future by building strong data foundations with robust cloud capabilities. At the same time, we are also conscious of the need to build adequate safeguards around privacy, ethics, and controls through Responsible AI practices, which we are evangelizing not only within the company, but also across the industry.

Our strengths

We believe that we are well-positioned for the principal competitive factors in our business. With more than four decades of experience in managing the systems and workings of global enterprises, we are uniquely positioned to help clients navigate their AI transformation, backed by our own AI-first strategy and continued investments in strengthening AI capabilities.

Our competition

We operate in an environment marked by intense competition in traditional services, rapid technology change and continued emergence of specialized players addressing niche areas. We have invested in building proprietary intellectual property in software platforms and products. We have continued to invest in Infosys Cobalt™ – a set of services, solutions and platforms for enterprises to accelerate their cloud journey, Infosys Topaz™– a set of AI-first services, solutions and platforms using generative and agentic AI technology and Infosys Aster™ – an AI-amplified marketing suite.

III. Financial condition

Refer to the *Standalone and Consolidated financial statements* in this Integrated Annual Report for detailed schedules and notes.

1. Equity share capital

We have one class of shares – equity shares of par value ₹5 each. During the year, the movement in share capital was on account of buyback of 10,00,00,000 shares resulting in a cash outflow of ₹18,000 crore (excluding transaction cost) and shares issued on exercise of stock options.

2. Other equity

The movement in retained earnings was on account of profit earned during the year and payment of dividends and buyback of equity shares. The Company funded the buyback from its free reserves, including securities premium, as explained in Section 68 of the Companies Act, 2013. In accordance with Section 69 of the Companies Act, 2013, as at March 31, 2026, the Company has created a Capital Redemption Reserve of ₹50 crore, equal to the nominal value of the shares bought back, as an

appropriation from the general reserve. The increase in securities premium is mainly on account of the exercise of stock options. The Group has made an irrevocable election to present the subsequent changes in fair value of certain instruments in other comprehensive income.

The Special Economic Zone Re-Investment Reserve has been created out of the profit of the eligible SEZ unit in terms of the provisions of Section 10AA(1)(ii) of the Income-Tax Act, 1961. The reserve should be utilized by the Company for acquiring new plant and machinery for the purpose of its business in terms of the provisions of the Section 10AA (2) of the Income-Tax Act, 1961.

3. Property, plant and equipment

Additions to gross block were mainly on computer equipment and infrastructure.

4. Goodwill and other intangible assets

On a consolidated basis, the carrying value of goodwill as at March 31, 2026, amounted to ₹12,117 crore, as compared to ₹10,106 crore as at March 31, 2025. The increase during the year is primarily attributable to goodwill recognized on the acquisition of MRE Consulting Ltd. and The Missing Link Security Pty. Ltd., The Missing Link Security Limited, and The Missing Link Automation Pty. Ltd. (collectively referred to as "The Missing Link"), amounting to ₹444 crore, along with a translation difference of ₹1,567 crore arising from foreign currency fluctuations.

On a consolidated basis, the carrying value of intangible assets as on March 31, 2026, is ₹2,825 crore, whereas on March 31, 2025, it was ₹2,766 crore. During the year ended March 31, 2026, intangibles amounting to ₹297 crore comprising mainly of customer related intangibles were added on account of acquisitions. *Refer to Note 2.4.2 of the Consolidated Financial Statements* for further details.

5. Financial assets

A. Investments

On a standalone basis, during the year, we invested additionally in our subsidiaries, for the purpose of acquisition of entities, operations and expansions.

Refer to *Annexure 1* to the *Board's report* for the statement pursuant to Section 129(3) of the Companies Act, 2013, for the summary of the financial performance of our subsidiaries.

The audited financial statements and related information of subsidiaries will be available on our website at www.infosys.com.

We invest in the startup ecosystem to gain access to innovations that, when combined with our services and solutions, can benefit our clients. These investments are typically minority equity positions in startup companies and / or venture capital funds.

Our investments comprise mutual funds units, tax-free bonds, non-convertible debentures, certificates of deposit, commercial paper and quoted bonds and securities issued by government and quasi-government organizations. Certificates of deposit and commercial papers represent marketable securities of banks, NBFCs and eligible financial institutions for a specified time period with high credit rating by domestic credit rating agencies. Government securities (G-secs) are highly liquid and marketable instruments issued across tenure, backed by the Government and carrying a sovereign credit. Investments made in non-convertible debentures represent debt instruments issued by government-aided institutions and financial institutions with high credit rating. The majority of investments of the Company are fair valued based on Level 1 or Level 2 inputs. The Company invests after considering counterparty risks based on multiple criteria, including Tier-I capital, capital adequacy ratio, credit rating, profitability, Non-Performing Assets (NPA) levels and deposit base of banks and financial institutions. These risks are monitored regularly as part of our risk management program.

B. Trade receivables

Days Sales Outstanding (DSO) in USD terms was 67 days for the year ended March 31, 2026, compared to 69 days in the previous year.

C. Cash and cash equivalents

Our cash and cash equivalents comprise deposits with banks with high credit ratings assigned by international and domestic credit rating agencies which can be withdrawn at any point of time without prior notice or penalty on principal. Ratings are monitored periodically.

D. Loans

Loans are provided to subsidiaries as per business requirements. The Company does not have any loans outstanding as at March 31, 2026.

E. Other financial assets

Deposit with corporations represent restricted deposits to settle employee-related obligations as and when they arise during the normal course of business. Unbilled revenues are classified as financial assets as right to consideration is unconditional and is due only after passage of time. Foreign currency forward and options contracts are entered into to mitigate the risk of changes in exchange rates on foreign currency exposures. The counterparty for these contracts is generally a bank.

6. Other assets

Unbilled revenues are classified as non-financial asset where the right to consideration is dependent on completion of contractual milestones. Withholding taxes and others represent credits that can be availed against local taxes payable in various countries. Deferred contract cost mainly comprises the cost of obtaining a contract and the cost of fulfilling a contract recorded in accordance with Ind AS 115, *Revenue from Contracts with Customers*.

7. Deferred tax assets / liabilities

Deferred tax asset is primarily on account of temporary difference in property, plant and equipment, lease liabilities, allowances for trade receivables, credits related to branch profits and compensated absences partially offset by deferred tax liability on the Special Economic Zone Re-investment Reserve, branch profit tax and intangibles from business combination.

A deferred income tax asset is recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilized. *Refer to Note 2.17* of the *Standalone and Consolidated Financial Statements*.

8. Income tax assets / liabilities

Our net profit earned from providing software development and other services outside India is subject to tax in the country where we perform the work. Most of our taxes paid in countries other than India can be claimed as credit against our tax liabilities in India. *Refer to Note 2.17* of the *Standalone and Consolidated Financial Statements*.

9. Other financial liabilities

Liabilities for accrued compensation to employees include the provision for bonus, accrued salaries, incentives and retention bonus payable to the staff. Financial liability under option arrangements represents redemption liability towards acquisitions to purchase the corresponding minority stake.

Accrued expenses represent amounts accrued for other operational expenses. Compensated absences are both accumulating and non-accumulating in nature. The expected cost of accumulating compensated absences is determined by actuarial valuation.

10. Other liabilities

Invoicing in excess of revenues are classified as unearned revenues. Withholding and other taxes payable represent local taxes payable in various countries in which we operate. We provide for provident fund to eligible employees of Infosys, which is a defined benefit plan as the Company has an obligation to make good the shortfall, if any, between the return from the investments of the trust and the notified interest rate.
The Company operates the defined benefit pension plan in certain overseas jurisdictions, in accordance with local laws. These plans are managed by third-party fund managers. We provide for gratuity, a defined benefit retirement plan ("the Gratuity Plan"), covering eligible employees in India. The Gratuity Plan provides a lump-sum payment to vested employees at retirement, death, incapacitation, or termination of employment, of an amount based on the respective employee's salary and the tenure of employment. The plans provide for periodic payouts after retirement and / or a lump-sum payment as set out in rules of each fund and includes death and disability benefits.

11. Provisions

Provision for post-sales client support is towards likely cost for providing client support to fixed-price and fixed-timeframe contracts.

12. Leases

Additions mainly comprise lease of computers and buildings taken on lease in certain locations outside India.

IV. Results of our operations

For details about results of our operations, refer to 'Results of our operations and state of affairs' section in the *Boards' report*.

During fiscal 2026, the Company continued running Project Maximus, a comprehensive margin expansion program structured across five pillars – Value-based selling; Efficient pyramid; Lean, automation and gen AI; Improving key portfolios, and Optimization of indirect costs. Value-based selling is a focused strategy to identify opportunities to align pricing to the value clients received for the services. Efficient pyramid brings in efficiencies to reduce effort costs by improving utilization, reducing sub-contractors, improving role mix, location mix, etc. Lean, Automation and gen AI is a strategic initiative to combine productivity and process improvement using automation technologies, including generative AI, to enhance efficiency. Improving key portfolios is a targeted approach to improve margins on large client engagements and service lines. Savings from Project Maximus, through the optimization of indirect costs, helped us invest in strategic areas such as talent, AI, and sales and marketing.

1. Revenue

The growth in our revenues in fiscal 2026 from fiscal 2025 is as follows:

(In ₹ crore)

Particulars	Standalone			Consolidated		
	2026	2025	% change	2026	2025	% change
Revenue	1,48,819	1,36,592	9.0	1,78,650	1,62,990	9.6

The increase in revenue was primarily attributable to an increase in realization (due to role mix, improved pricing and productivity), acquisitions and currency benefit.

Revenue growth in reported terms includes the impact of currency fluctuations. We, therefore, additionally report the revenue growth in constant currency terms, which represents the real growth in revenue, excluding the impact of currency fluctuations. We calculate constant currency growth by comparing current-period revenues in respective local currencies converted to USD using prior-period exchange rates and comparing the same to our prior-period reported revenues. Our consolidated revenues in reported currency terms for fiscal 2026 is ₹1,78,650 crore, a growth of 9.6%. Our consolidated revenues for fiscal 2026 in constant currency grew by 3.1%.

We added 443 new customers (gross) during fiscal 2026 as compared to 365 new customers (gross) during fiscal 2025.

On a consolidated basis, for the year ended March 31, 2026, approximately 97.1% were export revenues whereas 2.9% were domestic revenues, while for the year ended March 31, 2025, 96.9% were export revenues whereas 3.1% were domestic revenues. Refer to the 'Segmental profitability' section in this report for more details on the analysis of segment revenues.

2. Expenditure

The following table gives an overview of the standalone and consolidated operating expenses for fiscal 2026 and fiscal 2025:

(In ₹ crore)

Particulars	Standalone				Consolidated			
	2026	As a % of revenue	2025	As a % of revenue	2026	As a % of revenue	2025	As a % of revenue
Expenses, excluding finance cost								
Employee benefit expenses	73,239	49.2%	67,466	49.4%	95,094	53.2%	85,950	52.7%
Cost of technical sub-contractors	22,388	15.0%	19,353	14.2%	15,421	8.6%	12,937	7.9%
Travel expenses	1,596	1.1%	1,467	1.1%	2,097	1.2%	1,894	1.2%
Cost of software packages and others	9,274	6.2%	9,617	7.0%	15,722	8.8%	15,911	9.8%
Communication expenses	419	0.3%	448	0.3%	603	0.3%	620	0.4%
Consultancy and professional charges	1,846	1.2%	1,245	0.9%	2,090	1.2%	1,655	1.0%
Depreciation and amortization expenses	2,394	1.6%	2,619	1.9%	4,902	2.7%	4,812	3.0%
Other expenses	4,044	2.7%	3,497	2.6%	5,343	3.0%	4,787	2.9%
Total	**1,15,200**	**77.4%**	**1,05,712**	**77.4%**	**1,41,272**	**79.1%**	**1,28,566**	**78.9%**

The cost of efforts (comprising of employee benefit expenses and cost of technical sub-contractors) as a percentage of revenue has increased in fiscal 2026 compared to fiscal 2025 mainly on account of a compensation increase, reduction in utilization, and higher use of sub-contractors partially offset by an improvement in offshore mix.

Cost of software packages and others includes third-party items bought for service delivery to clients and has decresed in fiscal 2026 compared to fiscal 2025. Third-party items bought for service delivery to clients include software and hardware, which are integral to our overall service delivery to clients.

The following table additionally presents the function wise classification of operating expenses for fiscal 2026 and fiscal 2025:

(In ₹ crore)

Particulars	Standalone				Consolidated			
	2026	As a % of revenue	2025	As a % of revenue	2026	As a % of revenue	2025	As a % of revenue
Cost of Sales	1,01,584	68.3%	94,111	68.9%	1,23,531	69.1%	1,13,347	69.5%
Selling and marketing expenses	7,488	5.0%	6,282	4.6%	9,062	5.1%	7,588	4.7%
General and administration expenses	6,128	4.1%	5,319	3.9%	8,679	4.9%	7,631	4.7%
Total	**1,15,200**	**77.4%**	**1,05,712**	**77.4%**	**1,41,272**	**79.1%**	**1,28,566**	**78.9%**

3. Other income and finance cost

Other income primarily includes income from investments, gain / loss on investments, foreign exchange gain / loss on forward and options contracts, foreign exchange gain / loss on translation of other assets and liabilities and interest on income tax refund. Other income for fiscal 2026 includes interest (pre-tax) on income tax refund of ₹381 crore on account of orders received under Sections 250 and 254 of the Income-tax Act, 1961, from the income tax authorities in India for certain assessment years. Other income for fiscal 2025 includes interest (pre-tax) on income tax refund of ₹327 crore on account of orders received under Section 250 of the Income-tax Act, 1961, from the income tax authorities in India for certain assessment years.

The Company received dividend of ₹2,676 crore and ₹1,522 crore from subsidiaries during fiscal 2026 and fiscal 2025, respectively, which are reflected in the *Standalone Financial Statements* Other Income also includes profit on sale of property, plant and equipment amounting to ₹165 crore for fiscal 2026.

Interest income in fiscal 2026 has increased as compared to fiscal 2025 primarily due to increase in investible base during the year. We use foreign exchange forward and options contracts to hedge our exposure against movements in foreign exchange rates. Finance cost is on account of leases. The lease payments are discounted using the interest rate implicit in the lease or, if not readily determinable, using the incremental borrowing rates in the country of domicile of these leases.

4. Exceptional items

On November 21, 2025, the Government of India notified provisions of the Code on Wages, 2019, the Industrial Relations Code, 2020, the Code on Social Security, 2020 and the Occupational Safety, Health and Working Conditions Code, 2020, ('Labour Codes') which consolidate 29 existing labour laws into a unified framework governing employee benefits during employment and post-employment. The Labour Codes, among other things, introduces changes, including a uniform definition of wages and enhanced benefits relating to leave. The Group has assessed the financial implications of these changes, which has resulted in increase in gratuity liability, a defined benefit plan arising from past service cost and an increase in compensated absences. Accordingly, ₹1,146 crore and ₹1,289 crore has been recognized in the Standalone and Consolidated Statement of Profit and Loss, respectively, for the year ended March 31, 2026. Considering that the impact arising out of the enactment of the new legislation is an event of a non-recurring nature, the Company has presented this incremental amount as "Impact of Labour Codes" under "Exceptional Item" in the Standalone and Consolidated Statement of Profit and Loss for the year ended March 31, 2026.

5. Provision for tax

We have provided for our tax liability both in India and overseas.

The applicable Indian corporate statutory tax rate for both the years ended March 31, 2026 and March 31, 2025, is 25.17%. The Taxation Laws (Amendment) Act, 2019 has introduced Section 115BAA wherein a domestic company can exercise option for a reduced rate of corporate tax without claim of certain deductions mentioned therein, including deduction for SEZ units under Section 10AA of the Income-tax Act, 1961. From fiscal 2025, the Income-Tax expense of the Company has been recognized by applying the provision of Section 115BAA of the Income-tax Act without claim of deduction for SEZ units under Section 10AA of the Income-tax Act.

Particulars	Standalone		Consolidated	
	2026	2025	2026	2025
Income tax expense (In ₹ crore)	9,546	9,873	10,521	10,858
Effective tax rate (In %)	24.6	27.9	26.3	28.9

Effective tax rate is generally influenced by various factors, including differential tax rates, non-deductible expenses, exempt non-operating income, overseas taxes, tax reversals and provisions pertaining to prior periods, changes to tax regulations and other tax deductions. Our effective tax rate in fiscal 2026 was lower primarily on account of reversal of tax provision due to receipt of order giving effects received in fiscal 2026 for prior assessment years resulting in reduction in effective tax rate by 2.2%.

During fiscal 2026, the Company received orders under Sections 250 and 254 of the Income-Tax Act, 1961, from the Income-Tax Authorities in India for the assessment years 2013-14 and 2017-18 to 2021-22. These orders confirmed the Company's position with respect to tax treatment of certain matters. As a result, interest income (pre-tax) of ₹381 crore was recognized and provision for income tax aggregating ₹869 crore was reversed with a corresponding credit to the Statement of Profit and Loss. Also, upon resolution of the disputes, an amount aggregating to ₹86 crore has been reduced from contingent liabilities.

During fiscal 2025, the Company received orders under Section 250 of the Income-Tax Act, 1961, from the Income-Tax Authorities in India for the assessment years 2016-17 and 2019-20. These orders confirmed the Company's position with respect to tax treatment of certain matters. As a result, interest income (pre-tax) of ₹327 crore was recognized and provision for income tax aggregating to ₹183 crore was reversed with a corresponding credit to the Statement of Profit and Loss. Also, upon resolution of the disputes, an amount aggregating to ₹1,068 crore has been reduced from contingent liabilities.

6. Segmental profitability

The Company's operations predominantly relate to providing end-to-end business solutions to enable clients to enhance performance of their business. Business segments of the Company are primarily enterprises in Financial Services and Insurance; Manufacturing; Retail, Consumer Packaged Goods and Logistics; Energy, Utilities, Resources and Services; Communication, Telecom OEM and Media; Hi-Tech; Life Sciences and Healthcare; and all other segments. All other segments represent the operating segments of businesses in India, Japan, China, Infosys Public Services and identified enterprises in public services. This is discussed in detail in *Note 2.26* to the *Consolidated Financial Statement* in this Integrated Annual Report.

Business segments – Consolidated

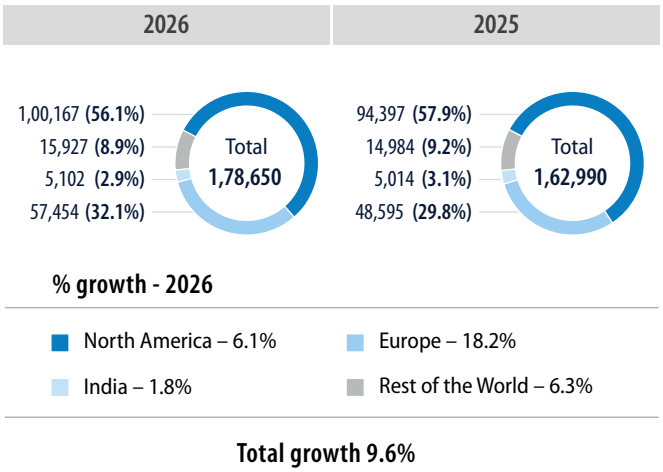
(In ₹ crore)

Particulars	Financial Services	Manufacturing	Energy, Utilities, Resources and Services	Retail	Communication	Hi-Tech	Life Sciences	All other segments	Total
Segmental revenues									
2026	49,908	29,078	23,818	23,077	21,765	13,928	12,267	4,809	1,78,650
2025	45,175	25,207	21,710	22,059	19,108	13,090	11,831	4,810	1,62,990
Growth (%)	10.5	15.4	9.7	4.6	13.9	6.4	3.7	–	9.6
Segmental operating income									
2026	12,678	6,444	5,984	7,089	3,861	3,228	2,444	717	42,445
2025	11,099	4,856	6,097	7,133	3,341	3,220	2,663	827	39,236
Growth (%)	14.2	32.7	(1.9)	(0.6)	15.6	0.2	(8.2)	(13.3)	8.2
Segmental operating margin (%)									
2026	25.3	22.1	25.1	30.7	17.7	23.1	20.0	14.8	23.7
2025	24.6	19.3	28.1	32.3	17.5	24.6	22.5	17.2	24.1

Overall segment profitability has decreased primarily on account of lower utilization; and investments in talent, AI, sales & marketing, which was partially offset by benefits arising from increased realization through pricing and productivity, improved onsite mix and foreign currency translation.

The following graph sets forth our revenue by geography:

(In ₹ crore)



7. Liquidity

Our principal source of liquidity are cash and cash equivalents and cash flow that we generate from operations. We have no outstanding borrowings. We believe our working capital is sufficient for the requirements of our business operations.

Our growth has been financed largely through cash generated from operations.

Our cash flows are robust. Our operating cash flows have decreased marginally in fiscal 2026 as compared to fiscal 2025 primarily on account of higher income tax refunds received during fiscal 2025, higher outflow on working capital and partially offset by an increase in net profits adjusted for non-cash items.

Consolidated cash and investments of ₹43,075 crore comprise cash and cash equivalents, current and non-current investments, excluding investments in equity and preference shares and others.

Capital Allocation Policy

Refer to the Board's report in this Integrated Annual Report for details on our Capital Allocation Policy, reviewed and approved on April 18, 2024.

8. Related party transactions

These have been discussed in detail in *Note 2.24* to the *Standalone Financial Statements* in this Integrated Annual Report.

9. Events occurring after Balance Sheet date

There were no significant events that occurred after the Balance Sheet date apart from the ones mentioned in 'Material changes and commitments affecting financial position between the end of the fiscal and date of the report' in the *Board's report* in this Integrated Annual Report.

10. Key financial ratios

In accordance with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, the Company is required to give details of significant changes (change of 25% or more as compared to the immediately previous financial year) in key sector-specific financial ratios.

The Company has identified the following ratios as key financial ratios:

Particulars	Standalone		Consolidated	
	2026	2025	2026	2025
Market capitalization to revenues (times)	NA	NA	2.8	4.0
Price / Earnings (times)	NA	NA	17.5	24.4
Days Sales Outstanding (DSO) in USD terms[1]	–	–	67	69
Cash and investment[2] as a % of total assets	22.6	28.7	27.6	31.9
Revenue growth (%)	9.0	5.9	9.6	6.1
Operating margin (%)[5]	21.9	22.6	20.3	21.1
Net profit margin (%)	19.6	18.7	16.5	16.4
Current ratio (times)	2.0	2.4	2.0	2.3
Debt equity ratio (times)[3]	0.0	0.0	0.1	0.1
Debtors turnover (times)	5.2	5.3	5.4	5.3
Interest coverage ratio (times)[4]	188.2	161.4	97.1	91.4
Basic EPS (₹)[6]	70.87	61.58	71.58	64.50

(1) The Company does not track DSO at a standalone level.

(2) Includes cash and cash equivalents and investments, excluding investments in equity, preference shares and others.

(3) Debt represents only lease liabilities.

(4) Primarily lease interest.

(5) In fiscal 2026, the provisions of The Labour Codes notified by The Government of India on November 21, 2025, has 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 ₹1,146 crore and ₹1,289 crore on a standalone and consolidated basis, respectively. Consequently the operating margin has dropped by 0.8% and 0.7% on a standalone and consolidated basis, respectively.

(6) Includes positive impact on Basic EPS of ₹2.81 and ₹2.80, respectively, on account of orders received under Sections 250 and 254 of the Income Tax Act, 1961, from the Income tax authorities in India for certain assessment years, on a consolidated and standalone basis, respectively. This was partially offset by a negative impact on Basic EPS of ₹2.36 and ₹2.10, respectively, attributable to 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 on a consolidated and standalone basis respectively for fiscal 2026.

Includes positive impact on Basic EPS of ₹1.03 on account of orders received under Section 250 of the Income-Tax Act, 1961, from the Income tax authorities in India for certain assessment years on a consolidated and standalone basis respectively for fiscal 2025 (*Refer to Note 2.17* of the *Standalone and Consolidated Financial Statements* included in this Integrated Annual Report for further details).

Return on net worth

The details of return on net worth at standalone and consolidated levels are as follows:

Particulars	Standalone		Consolidated	
	2026	2025	2026	2025
Return on net worth (%)	34.7	30.3	31.2	29.0

Return on net worth is computed as net profit by average net worth. Net profit increased from ₹26,713 crore to ₹29,440 crore on a consolidated basis and increased from ₹25,568 crore to ₹29,211 crore on a standalone basis. Return on net worth has increased in line with the net profit increase and changes in average net worth on account of dividends and buyback.

Ratios where there has been a significant change from fiscal 2025 to fiscal 2026

1. Revenue growth for fiscal 2026 is more compared to revenue growth for fiscal 2025 and segment-level details have been explained in the relevant section above.
2. Market capitalization to revenues (times) reflects the share price decrease by 20% and revenue growth of 9.6% in fiscal 2026.
3. Price / Earnings (times) reflects the share price decrease by 20% and EPS growth of 11.0% in fiscal 2026.

V. Outlook, risks and concerns

We have adopted an integrated ERM framework that is implemented across the organization by the Risk Management Office. Our ERM framework is developed by incorporating the best practices based on COSO and ISO 31000 and then tailored to suit our unique business requirements.

We have provided the details of the Infosys ERM framework, key and emerging risks along with mitigation in the *Risk management report* of this Integrated Annual Report. The list of risk factors that we track for our business are covered in our 20-F filing available at https://www.infosys.com/investors/reports-filings/annual-report/annual-reports.html.

VI. Internal Financial Control Systems and their adequacy

Infosys has aligned its current systems of internal financial control with the requirement of the Companies Act, 2013, based on criteria established in the Internal Control – Integrated Framework (2013) issued by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). The Internal Control – Integrated Framework is intended to increase transparency and accountability in an organization's process of designing and implementing a system of internal control. The framework requires a company to identify and analyze risks and manage appropriate responses.

Internal financial control systems include the design, implementation and maintenance of adequate internal financial controls that are operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, safeguarding of its assets, prevention and detection of frauds and errors, accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

In designing and evaluating our disclosure controls and procedures, the Management recognizes that any controls and procedures, no matter how well-conceived and operated, can only provide reasonable assurance that the objectives of the disclosure controls and procedures are met. Based on

their evaluation as of the end of the period covered by this Integrated Annual Report , our CEO and CFO have concluded that our disclosure controls and procedures were effective to provide reasonable assurance that the information required to be disclosed in filings and submissions, is recorded, processed, summarized, and reported within the time periods specified, and that material information related to us and our consolidated subsidiaries is accumulated and communicated to the Management, including themselves as appropriate to allow timely decisions about required disclosure.

Deloitte Haskins & Sells LLP, the statutory auditors of Infosys Limited, has audited the financial statements included in this Integrated Annual Report, and as part of their audit, has issued their report on the Company's internal financial controls (as defined in Section 143 of Companies Act, 2013), on the effectiveness of our internal financial controls over *Standalone and Consolidated Financial Statemen*t as at March 31, 2026.

Infosys Limited has appointed Ernst & Young LLP to oversee and carry out internal audit of its activities. The audit is based on an internal audit plan, which is reviewed each year in consultation with the statutory auditors and approved by the Audit Committee.

The CEO and CFO certification provided in the *CEO and CFO Certification* section of the Integrated Annual Report discusses the adequacy of our internal control systems and procedures.

VII. Material developments in human resources / industrial relations, including number of people employed

Our culture and reputation as a leader in AI-first business consulting and technology services enable us to attract and retain some of the best talent.

Human resources management

Our employees are our most important assets. We are committed to hiring and retaining the best talent and being among the industry's leading employers. For this, we focus on promoting a collaborative, transparent and participative organizational culture, and rewarding merit and sustained high performance. Our human resources management focuses on allowing our employees to develop their skills, grow in their careers and navigate their next. Infosys remains committed to nurture an inclusive workplace for our diverse talent.

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.

Infosys continues to uphold its belief that its people are its greatest strength. Guided by this philosophy, the organization remains committed to harnessing the full potential of technology to deliver world-class employee experience. A range of strategic initiatives has been implemented to empower employees to find purpose in their work, contribute meaningfully through high-performing teams, pursue continuous learning, and shape the future of the enterprise. These initiatives create opportunities for employees at all career stages to advance, supported by the Company's strong culture and values.

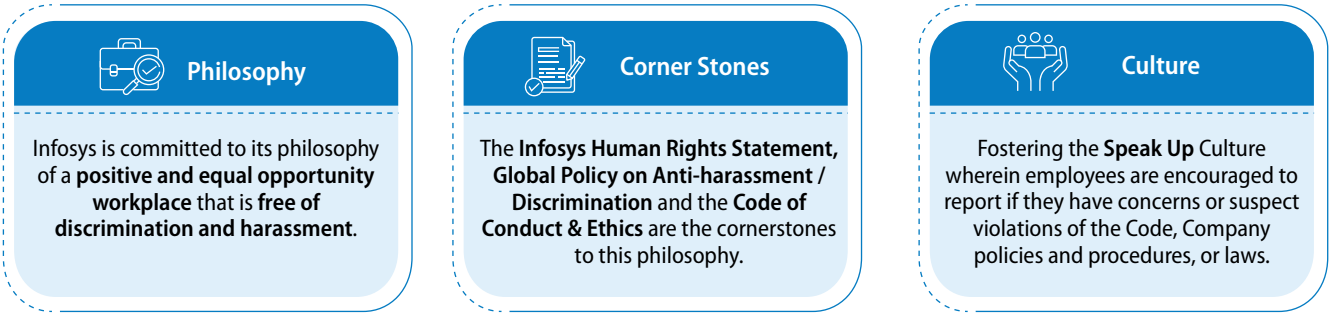
Leadership development remains a key focus area, enabling Infosys to maintain a deep and diverse leadership pipeline. This emphasis ensures that capable leaders from within the organization are consistently prepared to take on expanded roles and emerging challenges.

In response to evolving workplace dynamics, Infosys has adopted a hybrid work model that balances flexibility with business needs. Through increased deployment of technology and automation, the Company has enhanced workforce productivity, employee engagement, and operational excellence. A strong framework for recognition and rewards, along with the reinforcement of diversity, equity, and inclusion, contributes to a safe, supportive, and collaborative environment. Infosys' best-in-class HR practices have been acknowledged through numerous awards and industry accolades.

Resolution hubs

Infosys is committed to providing a safe and positive work environment. In keeping with this philosophy, the organization envisages an open-door policy. Employees also have access to several forums where they can highlight matters or concerns faced at the workplace. This is achieved through a well-established and robust grievance resolution mechanism comprising resolution hubs.

Resolution hubs adhere to the principles of natural justice, confidentiality, sensitivity, non-retaliation and fairness while addressing concerns. The concerns are handled with a lot of sensitivity, while delivering timely action and closure. A detailed investigation process ensures fairness for all involved, with an opportunity to present facts and any material evidence.



Resolution Hubs at Infosys include

HEAR (Hearing Employees And Resolving)

- Formal forum for resolution of workplace grievances that are unresolved at the Unit HR / Manager levels
- Multiple layers of grievance redressal with appeal mechanism
- Neutral panel investigates concerns to arrive at objective outcomes
- The forum also reviews anonymous concerns in collaboration with the Whistleblower Office

ASHI (Anti-Sexual Harassment Initiative)

- This initiative aims at prevention, prohibition and redressal of sexual harassment-related concerns.
- Grievance Redressal Body (GRB) is the custodian of this initiative
- Follows an Internal Complaints Committee (ICC) framework for handling and resolution of incidents
- The scope is gender-neutral and addresses the aspect of sexual harassment at the workplace

The HR team implemented many enablement and preventive initiatives across the organization to strengthen awareness, enhance employee responsibility and contribute to building a more engaged and empathetic work culture.

HEAR (Hearing Employees and Resolving)

The HEAR (Hearing Employees and Resolving) is an independent forum that functions as an employee grievance resolution hub under the Human Resources Department. The HEAR office reviews grievances from employees on various workplace-related aspects that purportedly impede a positive work environment. The HEAR Office adopts a decentralized model with institutionalized presence in business, units, geographies and affiliates, including subsidiaries.

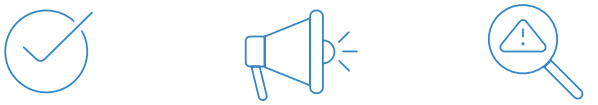
The HEAR Office works to respond quickly and effectively to the grievances through objective reviews mediated through a neutral panel or through compliance audits that ensure adherence with relevant policies. The HEAR Office also offers advice and guidance to other departments on matters involving policy / process compliance as well as upward feedback to the senior management of the Company on the employee pulse. The mission of the HEAR Office is to serve as a fair, trusted, and effective independent resolution mechanism for the organization. This guide is based on due diligence, insights and experience gained from panel review / investigations facilitated across the organization. To know more about HEAR forum and HEAR Structure, click on ESG report 2025-2026.

The Anti Sexual Harassment Initiative (ASHI)

The Anti Sexual Harassment Initiative (ASHI) is Infosys' enterprise-wide framework to prevent, prohibit, and redress sexual harassment at the workplace, in line with the organization's values of integrity, respect, and fairness. ASHI is anchored in the Company's commitment to providing a safe, inclusive, and dignified work environment for all employees, contractors, and associates, with zero tolerance towards harassment and strict non-retaliation for those who raise concerns. ASHI goes beyond statutory compliance by adopting a gender-neutral, employee-centric, and globally consistent approach, ensuring procedural fairness, confidentiality, and adherence to principles of natural justice.

In accordance with the Prevention of Sexual Harassment (POSH) Act, Internal Committees (ICs) have been established across all development centers falling under regulatory jurisdiction. These committees are responsible for redressal of sexual harassment concerns raised by women employees.

ASHI places strong emphasis on prevention and early intervention, recognizing that a safe workplace is built through awareness, leadership accountability, and behavioral reinforcement.



Multiple safe reporting channels

Continuous awareness, education and enablement

Monitoring and analytics

In addition, the Grievance Redressal Body (GRB) comprising external experts, senior internal leaders, and the Investigative Council oversees governance, policy interpretation, and implementation pertaining to prevention of sexual harassment at the workplace.

Employees can report concerns via the ASHI web application, the InfyMe app, or by writing to GRB@infosys.com. All cases follow a formal process aligned with statutory requirements and Company policies.

Behavior Matters

The Behavior Matters campaign aims to draw attention to the attributes that contribute to a positive work culture, while ensuring that every employee feels valued and respected. Behavior at the workplace matters as it has a direct impact on the work environment. Good behavior from every employee contributes to the overall culture, well-being of teams, and the work environment. Positive behavior fosters a culture of respect, collaboration and productivity. When employees feel valued and respected, they are likely to be engaged, motivated and committed to their work.

A GREAT WORKPLACE STARTS WITH EVERYDAY BEHAVIOR

#BehaviorMatters

Behavior Matters is an initiative that reinforces our core values by promoting respectful interactions, inclusive practices, accountability, and a speak-up culture. It reflects our commitment to a positive workplace by encouraging everyday actions that shape a culture where everyone feels valued and heard.



Our Commitment:

- Infosys is one of the first signatories to the United Nations Compact - a commitment by Corporations to create a good working environment for employees
- As per the Infosys Human Rights Statement, all of us need to treat each other with "Respect" and "Dignity"

What it means for our employees:

- Be mindful of how your actions affect others
- Support a culture where everyone feels heard
- Take ownership of your words, behavior & impact
- Foster psychological safety within teams

Extending the commitment to contract staff

Infosys extends its commitment of a safe and inclusive workplace to all third-party personnel operating on its campuses. Refresher training sessions, delivered in nine Indian languages, are conducted to reinforce key messages on safety and conduct. Emergency and safety cards with essential contact information are also provided to employees and contracted staff.

Whistleblower Policy

The Company has formulated the Whistleblower Policy in line with the mandated regulatory requirements – Sarbanes-Oxley Act (SOX), 2002 and the Companies Act, 2013 – which mandates listed companies to establish a "vigil mechanism" for reporting genuine concerns.

The forum is predominantly for the receipt, retention and treatment of complaints regarding matters of probable discrepancies in accounting, internal accounting controls or auditing, and also enables anonymous reporting by employees. While the Whistleblower Policy and the forum is administered and managed by the Office of Integrity and Compliance, complaints (anonymous or otherwise) pertaining to deviations in workplace policies / processes involving employees are reviewed in tandem by the Employee Relations Department.

Human rights

As a signatory to the "United Nations Global Compact", Infosys Limited supports the protection and elevation of human rights in accordance with the United Nations Universal Declaration of Human Rights, United Nations Guiding Principles on Business and Human Rights ("UN Guiding Principles") and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work ("ILO Declaration"). We are signatories to the UN Women's Empowerment Principles.

A fundamental tenet of the Infosys Code of Conduct and Ethics is 'Respecting Each Other.' This articulates our commitment to provide an equal opportunity workplace free of discrimination or harassment. Our Human Rights Statement provides a broad framework to ensure that all employees are treated with respect and dignity and that a common set of principles apply to our business practices to ensure that we do not condone human rights violations or abuses.

Further details are available in the Infosys Code of Conduct: https://www.infosys.com/investors/corporate-Governance/documents/codeofconduct.pdf.

Recruitment

As of March 31, 2026, the Group employed 3,28,594 employees, of which 3,10,887 were professionals involved in service delivery to clients, including trainees.

We continually seek and employ a diverse workforce across various IT fields. We have established strong connections with leading institutions worldwide and recruit students who consistently demonstrate exceptional performance. Our flagship initiative, HackWithInfy, an online coding competition, has earned international recognition over the years, enabling us to attract top-tier coding talent.

We remained steadfast in our commitment to the RestartWithInfy initiative to welcome back women who had taken a career break. We were able to hire 947 women into the Infosys ecosystem in Fiscal 2026 through this successful endeavor.

During fiscal 2026, we received 58,84,480 employment applications, interviewed 4,50,901 applicants and extended offers of employment to 87,286 applicants. These statistics do not include our subsidiaries.

Education, training and assessment (ETA)

Infosys continues to invest in developing human potential for the organization, and the world at large. We are now experiencing the play of Human + AI in multiple fields, including learning. This technology wave gives us the ability to hyper personalize learning, at scale, across all our learning offerings. These efforts have helped us garner recognitions, including from Brandon Hall and ATD Best.

The Foundation Training Program, enables newly onboarded entry-level hires to transform into corporate professionals. Comprising over 40+ technology streams, the curriculum has kept pace with the dynamic business requirements and the preferred pedagogical approach of the current generation of talent. Generative AI and prompt engineering courses have been introduced to ensure freshers are adept in the new skills fiscal 2026, 10,766 fresh graduates completed the training at the Global Education Center (GEC) campus, Mysuru and were released to delivery units. Many of them are first-generation professionals from diverse geographies.

Our Continuous Education Program is aimed at reskilling / upskilling our existing employees with the twin objectives of increasing fulfilment of skilled talents in client projects and enriching their expertise in next-generation digital technologies and methodologies, including gen AI technologies. We provide online self-learning, instructor-led virtual training opportunities along with in-person classroom training opportunities to our employees. Bridge programs help employees with training and internship opportunities to switch to a new career field, while retaining them within the organization. In fiscal 2026, 81.8% of our workforce trained with annual employee learning hours averaging at 113 hours. Cumulatively, 84% of our workforce is now AI-aware, reflecting strong progress in future-ready skills.

Lex, our in-house learning platform, offers over 40,000+ curated courses, which includes over 30,000 courses procured from vendor partners both for enterprise consumption and niche communities with specific knowledge requirements. On an average, 37,000 employees used Lex on weekdays and around 8,000 employees used it on weekends, with an average learning time of 39 minutes.

Infosys Wingspan, our configurable talent transformation platform for clients, is used by several global organizations for their talent transformation programs.

Infosys Springboard, led by a dedicated team of experts collaborating globally with curriculum partners, non-profits, and a global network of leading educational institutions. More than 20,000 courses are available and about 11 million learners across the world are actively consuming content on Infosys Springboard.

VIII. Other details

1. Quality

The Quality function at Infosys, in line with the organization's vision and strategy of 'Navigate the Next', has three strategic imperatives:

- Differentiate Infosys' services through superior performance and quality
- Optimize Infosys' client projects as well as internal functions for greater efficiency and agility
- De-risk Infosys' operations by ensuring delivery excellence, compliance and sustainability

While AI adoption is rapidly gaining traction with clients, there is a wide spectrum of AI maturity. To standardize adoption across services while contextualizing to a client's AI journey, our Quality team has defined an adaptable AI-first software engineering framework with AI-augmented and agentic AI engineering. With AI-augmented, teams can seamlessly adopt AI-infused processes integrated with AI platforms, tools (Infosys and third party) and accelerators. For early AI adopters, agentic AI helps them re-imagine the way they work, with tailorable blueprints, pre-built agents to orchestrate with human in the loop, agent governance and responsible AI guardrails.

We continue to evolve our capabilities in new ways of working for the AI-first world. From Agile, DevSecOps, Site Reliability Engineering to our product-led, platform-driven operating model are all transforming to be relevant for AI-led organizations. In addition, Quality consulting helps clients transform to new AI-infused ways of working and culture, embed AI engineering and practices, and set up AI governance within their organizations.

Quality has been leading the way in driving lean and automation in the organization to enhance productivity and quality, which has resulted in sustained, large optimization in projects. It deployed robust frameworks, process levers, tools and platforms across service lines in a collaborative manner to drive hyper-productivity and engineering excellence. Our holistic automation maturity model is actively used to help projects increasing automation levels, from point tools towards cognitive and autonomous operations, leveraging AI and gen AI. Our focus on bringing new and emerging AI technologies and tools continues to guide the new ways of working for the organization helping deliver enhanced value for our clients.

Quality continues to propel best practices and long-term sustainability within our organization. Through our structured audits and assessment frameworks, we are actively focusing on de-risking the organization and have expanded our coverage to include a broader range of services, centers, and subsidiaries. This ongoing commitment ensures we stay ahead in our industry.

We consistently comply with international management system standards and models, including ISO 9001, ISO 27001, ISO 14001, ISO 45001, ISO 50001, ISO 22301, ISO 20000, ISO 27701, AS 9100, and ISO 13485.

Infosys has onboarded AI practices from CMMI.AI, and we were among the first few organizations in the world to successfully complete pilot assessment by CMMI institute. In addition, Infosys has achieved Reasonable assurance on ISO 14068-1: Climate change management – Transition to net zero – Part 1- Carbon neutrality underscoring our dedication to ESG principles. Infosys China and Infosys Brazil got certified for Privacy Information Management System – ISO 27701 standard.

2. Infosys Center for Emerging Technology Solutions (ICETS)

As organizations enter a new era of AI-led transformation, the momentum around artificial intelligence continues to accelerate. Generative AI is rapidly evolving from experimentation to enterprise-scale deployment, fundamentally reshaping how businesses design products, deliver services, and solve complex challenges. Increasingly, the focus is shifting from isolated innovation to orchestrated, scalable execution – where intelligence, autonomy, ethics and governance must work in harmony.

ICETS is at the forefront of this transformation, enabling enterprises to harness emerging technologies with a structured, outcome-driven approach.

A structured innovation journey: Next, Near, and Now

ICETS innovation framework is grounded in a clear and scalable model that balances long-term vision with immediate business impact.

Next – Applied Research Centers (ARC)

Applied Research Centers are designed to research, create and apply emerging technologies, such as advanced AI, cybersecurity, robotics, autonomous machines, quantum computing, and next-gen interaction models, with a balance of medium / long-term visionary research and near-term application of these technologies to help our clients. The focus is to build in-house expertise and intellectual property that helps accelerate this journey for Infosys and clients.

Advanced AI

Advanced AI is undergoing a fundamental redefinition. While early progress emphasized model sophistication, the focus today has shifted to how AI systems reason, act, and operate autonomously within enterprise environments. Organizations are embedding AI agents into real-world workflows, enabling systems to:

- Plan and execute multi-step processes
- Collaborate with humans and other agents
- Adapt dynamically to changing contexts

This evolution introduces new challenges around coordination, governance, and cost predictability, making execution – not intelligence alone – the defining factor of success.

At ICETS, our Applied Research Centers are addressing these challenges through initiatives such as:

- AI agent orchestration frameworks
- Automated model lifecycle transitions (LLM-to-SLM)
- Agent certification and governance models

We are also advancing capabilities in runtime observability, auditability, and control, ensuring AI systems remain transparent, accountable, and enterprise-ready.

New interaction model

Generative AI is reshaping digital experiences through the emergence of expressive avatars and digital humans. These AI-powered interfaces enable more natural, intuitive, and human-like interactions and are transforming customer experience, education, and accessibility – shifting interactions from transactional to relationship-driven through:

- Realistic speech, lip-sync, and facial expressions
- Emotion-aware, personalized, and context-driven engagement

Cybersecurity

- AI-driven threat detection and response
- Privacy-preserving techniques (federated learning, secure inference)
- Multimodal threat analytics and real-time security operations

Autonomous Machines

- Intelligent systems operating in dynamic, real-world environments
- Sensor fusion, simulation, and edge intelligence
- Scalable deployment across logistics, mobility, and infrastructure

Humanoids

- Human-like robots with advanced perception and dexterity
- Collaboration between humans and machines in complex tasks
- Focus on safety, productivity, and real-world adaptability

Quantum

- Hybrid quantum-classical computing approaches
- Optimization and scientific computing use cases
- Post-quantum cryptography and enterprise readiness

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

Infosys Living Labs are present in all major geographies, and the network is growing rapidly to cover even more locations. They have already hosted hundreds of client visits.

The innovations, solutions and capabilities on display in these locations cover all major areas such as Infosys Topaz™, Infosys Cobalt™, Infosys Aster™, brand partnerships, hyperscaler and other alliances, Infosys Innovation Network of startups, academic collaborations, CSR initiatives, and almost all service lines and business verticals in which Infosys operates. Often, these focus areas result in specialized sets of showcases around specific themes such as Responsible AI, accessibility, cybersecurity or around industry themes such as Future of Retail, payments, banking, manufacturing and so on.

Most importantly, Infosys Living Labs provide open, efficient playgrounds for our innovation teams to engage with clients, one client at a time, to address their specific challenges and opportunities through Client Living Labs.

Client Living Labs

Client Living Labs are 'innovation-as-a-service engagements' with clients, driven by client needs and experience, to address client / industry-specific challenges through emerging technologies, design, innovation management expertise and rapid experimentation.

Client Living Labs continue to gain momentum, with 40 active engagements. The innovation services are centered around the flagship programs:

IncubateNext: Driving rapid experimentation through internal experts and external partnerships. Enabling scalable innovation by applying emerging technologies and design to real-world use cases across domains and geographies.

ImagineNext: Exploring future possibilities through trend sensing and innovation insights. Identifying new business opportunities using signals from evolving technologies.

SenseNext: Capturing early signals of market and technology shifts. Helping clients stay ahead by translating insights into actionable strategies.

Now – Platforms and Ecosystems: Infosys Topaz Fabric

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 – ensuring innovation is not only visionary but also executable.

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 by unleashing, accelerating, amplifying, and maximizing value realization.

Consulting

Brings together strategic intelligence, AI-powered insights, and structured frameworks to help organizations make better decisions and drive meaningful change. It supports end-to-end advisory needs – from research and product discovery to large deal solutions, value management, and process re-reimagining, enabling enterprises to design clear roadmaps, prioritize initiatives, and realize measurable business outcomes with speed and confidence.

Engineering

Accelerates the full spectrum of software delivery by combining modern architectures, intelligent automation, and AI-driven execution. It spans greenfield engineering, application modernization, platform and cloud migration, data and quality engineering, and process re-engineering. By embedding intelligence across build, migrate, and run phases, engineering enables scalable, resilient, and future-ready digital systems that continuously improve speed, quality, and business outcomes.

Operations

Enables intelligent, resilient, and proactive management across IT, business, and network environments. It brings together AI driven monitoring, automation, and real time intelligence to streamline IT Ops, Business Ops, Integrated BizTech Ops, Network Ops, and Cybersecurity SOC. By embedding self-healing capabilities and predictive insights, operations improve service reliability, accelerates issue resolution, and ensures seamless, outcome-driven enterprise performance at scale.

Driving measurable business impact

ICETS drives measurable business impact by accelerating enterprise-wide AI adoption, enabling faster experimentation and deployment, and strengthening trusted governance. It also improves cost efficiency, operational predictability, and builds future-ready capabilities across industries.

Looking ahead

As AI continues to evolve, the next phase of transformation will be defined by execution excellence, ecosystem collaboration, and responsible innovation. Organizations that successfully balance innovation with scalability and governance will lead the way.

ICETS remains committed to equipping enterprises, and to play a catalytic role within Infosys, with the research, experimentation, tools, platforms, and expertise needed to turn emerging technologies into real-world value – pushing the boundaries of what AI can achieve.

3. Branding

Brand Infosys is a key intangible asset for the Company, ranked amongst the world's Top 100 brands in FY26, and recognized as the fastest growing IT services brand globally, over a six-year period. It is nurtured by over 3,25,000 purpose-driven Infoscions seeking to amplify human potential and create the next opportunity for people, businesses, and communities. The brand serves to position Infosys as the enterprise AI partner of choice for businesses navigating their transformation. It is built around the premise that the experience we have gained, over four decades, in managing the systems and workings of global enterprises enables us uniquely to be navigators for our clients. We do it by enabling them with an AI-first foundation. We also empower the business with enterprise AI, cloud, and other digital technologies at scale to deliver unprecedented levels of performance and customer delight. Our always-on learning approach drives their continuous improvement through building and transferring skills, expertise, and ideas from our innovation ecosystem. For over four decades, we have been deeply committed to being a well-governed, environmentally sustainable partner for our clients, where diverse talent, in an inclusive workplace, helps them navigate their next.

Our marketing reach extends globally through digital-first multi-channel campaigns. As the digital innovation partner for the Australian Open, Roland-Garros, ATP and The International Tennis Hall of Fame, we help showcase how brand Infosys is reimagining

the tennis ecosystem for a billion fans globally, leveraging data, insights, and digital experiences. We are the official digital innovation partner of Madison Square Garden (MSG) properties including the New York Knicks, New York Rangers and the MSG Arena. We are also the official digital innovation partner for the ABB FIA Formula E World Championship. In addition, our strategic partnerships with Dow Jones, The Economist Group, Financial Times and Handelsblatt Media Group further accentuate this position. We participate in premier business and industry events around the world, while also organizing our own signature events and CXO roundtables. Confluence, our flagship client event series across the US, Europe and APAC, is rated highly by our clients and industry partners.

4. Client base

Our client-centric approach continues to bring us high levels of client satisfaction. We, along with our subsidiaries, added 443 new clients, including a substantial number of large global corporations. Our total client base at the end of the year stood at 1,965. The client segmentation, based on the last 12 months' revenue for the current and previous years, on a consolidated basis, is as follows:

Clients	2026	2025
100 million dollar +	41	39
50 million dollar +	88	85
10 million dollar +	328	309
1 million dollar +	1,018	992

5. Infosys Leadership Institute (ILI)

As artificial intelligence continues to redefine enterprise priorities, the Infosys Leadership Institute (ILI) plays a pivotal role in building leadership capability aligned to Infosys' long-term strategic objectives. ILI's integrated leadership ecosystem is anchored around four focus areas – succession planning, leadership bench strength, development of title holders, and strengthening inclusivity in leadership – ensuring sustained leadership readiness across the organization.

ILI accelerated AI-led leadership capability through its AI for Business Growth program, delivered in partnership with Kellogg. Over the last two years, more than 1,500 senior leaders across Infosys have completed this program, complemented by focused sessions with internal leaders and external subject matter experts. A day-long AI immersion program designed for senior leaders to build hands-on experience with AI tools, including Infosys Topaz Fabric to solve real industry problems further strengthened AI fluency across our leadership. In parallel, executive leadership programs designed in partnership with Harvard Business School and MIT and delivered as week-long residential cohorts in our Mysuru campus, supported senior leaders in navigating leadership imperatives in an AI-infused context.

ILI continued to strengthen enterprise-wide succession planning through a structured, data-led approach, supported by regular reviews. Detailed leadership profiles and personalized development plans were created for leaders in critical roles, supported by executive education programs with leading global institutions and targeted external coaching for identified successors. The flagship Constellation program – designed to build a robust pipeline of high potential leaders – was refreshed to align closely with enterprise priorities. As part of the Constellation journey, leaders participated in a 10-month signature program with Oxford Saïd Business School and worked in cross-functional teams on strategically critical enterprise projects. A total of 12 Constellation projects were executed during the year, providing leaders with enterprise exposure, senior leader mentorship, and hands-on experience in solving complex organizational challenges.

ILI delivered highly personalized development experiences for title holders through a combination of internal and external programs, mentoring, coaching, and career conversations. Signature offerings included the 10-month Enterprise Leadership Program for AVPs, the Executive Communication program in partnership with The Economist for VPs, and the InFusion program for new title holders. One-on-one leadership advisory discussions not only enable deep personalization of development, they also enabled leaders to translate learning into on-the-job impact. Leadership learning continued at scale, with Infosys leaders collectively investing over 10,000 leadership learning days annually for the last two years, reflecting the relevance, quality, and sustained engagement with ILI's offerings. ILI also maintained strong feedback metrics, including a Net Promoter Score of over 96% for the third consecutive year and recognition as the top unit on Internal Partner Satisfaction for three consecutive years.

Inclusion in leadership remains a strategic priority for Infosys. The #IamtheFuture program continued to strengthen the pipeline of leaders through multi-year, role-specific development journeys focused on accelerating readiness, fostering an inclusive ecosystem, and strengthening the leadership pipeline. The program has covered over 700 leaders, helping strengthen key leadership capabilities and fostering an inclusive culture. The program has been redesigned this year to further differentiate development experiences across career stages, with a strong emphasis on application, simulations, and contextual learning.

Through a combination of world-class academic partnerships, deep internal contextualization, and trusted one-on-one advisory support, ILI remains a strategic partner to business units and leaders-enabling leadership effectiveness, succession readiness, and sustained organizational performance, culminating in being recognized as the Best Business Enabling Function (small) for 2025-26 at the Infosys Awards for Excellence.

6. Infosys Knowledge Institute

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.

7. ESG vision and ambitions

In October 2020, we launched our ESG Vision 2030 to 'shape and share solutions that serve the development of businesses and communities.' Our vision continues to reflect our commitment to responsible business. In fiscal 2025, at the mid-point of our journey towards our 2030 goals, we had an opportunity to refresh our ESG ambitions and launch our ESG Vision 2030 Refresh, to address the changing priorities of our stakeholders.

We continue to be carbon neutral across our global operations, for the seventh consecutive year . Our ESG Vision 2030 Refresh articulates our ambition to become climate positive in 2030 by implementing initiatives across Scope 1, 2 and 3 to reduce own carbon footprint and sequester more carbon from the atmosphere than our emissions, thereby going beyond net zero, engaging clients on climate action through our solutions, maintaining 100% recycling of waste water, implementing initiatives to sequester more water than we consume year-on-year and ensuring zero waste to landfill. Further, our digital skilling programs aim to empower more than 18 million people and enable employment opportunities for more than 500,000 people. Our commitment to transform and create sustainable communities through new tech for good initiatives and CSR efforts, including employee volunteering, healthcare and women empowerment, is designed to amplify communities. We remain focused on facilitating best-in-class employee experience and being recognized among the best employers in our key operating regions.

We will continue to bring the interests of all stakeholders to the fore through an empowered, diverse and inclusive board while we shape and embrace leading data privacy standards and be recognized as an industry leader in our information security practices.

For more details read infosys-esg-vision-2030-refresh.pdf