

## Chairman's message

# Winning in the crucible of our times

As Dickens said, "It was the best of times, it was the worst of times"; The pandemic tested us all severely. At Infosys, we responded with alacrity and demonstrated exceptional resilience in dealing with an unprecedented calamity. Even as the world experienced chaos and disruption, we delivered our highest annual growth in a decade. We responded as One Infosys.

Our CEO, Salil Parekh, a big champion of the One Infosys approach, brought together all the capabilities and intellectual capital of Infosys to create value and make a disproportionate impact for our clients. This required company-wide orchestration of our strengths, deep collaboration amongst our leaders and synergizing of all our business units and service lines. Salil has delivered industry leading performance for the Company, and it is in the interest of the Company and its stakeholders to secure the continuity and stability of the current leadership. I am delighted that the Board has unanimously recommended to the shareholders to approve the reappointment of Salil Parekh as Chief Executive Officer and Managing Director, till March 31, 2027.

The imperative to bring all our assets and capabilities to every client interaction required us to reimagine our own digital infrastructure, which we have done with the 'Live Enterprise' approach over the last few years. The digital transformation happening across industries, accelerated by the pandemic, also meant that we needed to strengthen our own offerings, along with deepening our understanding of the latest technology trends. For example, the continuous investments we are making in Infosys Cobalt™-led cloud solutions is differentiating us as we assist our clients to become more agile and responsive in this new paradigm of how enterprises use technology.

Our people-first collaborative culture – staying invested in talent, even as we scale our workforce globally to capitalize on expanding market opportunities – is integral to the One Infosys approach. We have been striving for this culture to permeate our entire talent strategy – from aligning incentives to ensuring learning outcomes and

performance, from upskilling and reskilling people, to investing in leadership development to prepare the firm for the challenges of tomorrow.

In all this, we are united by a common purpose – to amplify human potential and create the next opportunity for people, businesses and communities. From actively shaping the evolving future of work for our employees to empowering more people to meaningfully participate in the digital future; from implementing sustainability in all our campuses, to shaping carbon offset projects in the community; and by retaining the trust of all stakeholders through sound corporate governance – we care deeply about it all. Our shared sense of purpose gives us all the emotional fuel to put our best foot forward on every dimension.

The future – full of uncertainties – is not something that any of us can claim to predict. Rising interest rates, the situation in Ukraine, the lingering impact of COVID in many parts of the world, the disruption of supply chains, all accompanied by mounting costs and increased volatility, is confronting corporate leaders with complexities and challenges that are only just being understood. At the same time, digital acceleration is creating tremendous new opportunities for differentiation and gaining market leadership. Infosys is a trusted navigator for our clients as they seek to create value from technology-led innovation and business transformation. We know that we have never had as much potential as we do right now, to leverage our expertise to benefit our clients and the broader society. This opportunity that lies before us – to make an indelible mark with our digital prowess, our empathy for clients, our investment in employees and a renewed sense of purpose - is greater than it has ever been. This gives us great optimism about the future and equally puts great responsibility on us to make that future happen.

Bengaluru  
May 21, 2022

**Nandan M. Nilekani**  
Chairman

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