

# INVESTOR

PRESENTATION

# SAFE HARBOR

Certain statements in this presentation concerning our future growth prospects, our future financial or operating performance, the McCamish cybersecurity incident and the related review and notification process are forward-looking statements intended to qualify for the 'safe harbor' under the Private Securities Litigation Reform Act of 1995, which involve a number of risks and uncertainties that could cause actual results or outcomes to differ materially from those in such forward-looking statements. The risks and uncertainties relating to these statements include, but are not limited to, risks and uncertainties regarding the execution of our business strategy, increased competition for talent, our ability to attract and retain personnel, increase in wages, investments to reskill our employees, our ability to effectively implement a hybrid working model, economic uncertainties and geo-political situations, technological disruptions and innovations such as Generative AI, the complex and evolving regulatory landscape including immigration regulation changes, our ESG vision, our capital allocation policy and expectations concerning our market position, future operations, margins, profitability, liquidity, capital resources, our corporate actions including acquisitions, the amount of any additional costs, including indemnities or damages or claims, resulting directly or indirectly from the McCamish cybersecurity incident and the outcome and effect of pending litigation. Important factors that may cause actual results or outcomes to differ from those implied by the forward-looking statements are discussed in more detail in our US Securities and Exchange Commission filings including our Annual Report on Form 20-F for the fiscal year ended March 31, 2024. These filings are available at [www.sec.gov](http://www.sec.gov). Infosys may, from time to time, make additional written and oral forward-looking statements, including statements contained in the Company's filings with the Securities and Exchange Commission and our reports to shareholders. The Company does not undertake to update any forward-looking statements that may be made from time to time by or on behalf of the Company unless it is required by law.

# INDEX



**Company Overview**

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**Industry Context and Infosys**

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**Client Centric Strategy**

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**Generative AI - TOPAZ**

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**Financial Performance**

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**Shareholder Value Creation**

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**Environmental, Social & Governance (ESG)**



# COMPANY OVERVIEW

# ABOUT INFOSYS

## STRONG REVENUE GROWTH

5-year FY24 CAGR at 9.5%  
Doubled \$100M+ clients since FY18  
US\$19.1 bn LTM Q3 25 Revenue



**Return on Equity (ROE)**  
33.1%



**OPERATING PROFIT / MARGIN**  
US\$4.0 bn LTM Q3 25  
Margin at 20.9% LTM



**EMPLOYEES**  
323K+ with  
39% women



**FREE CASH FLOW**  
US\$4.0 bn LTM Q3 25



## STRATEGIC CLIENT RELATIONSHIPS

Digital partner-of-choice for clients



**MARKET CAP**  
US\$91.0 bn\*



## STRONG AND DEBT FREE BALANCE SHEET

Consolidated cash & investments  
US\$4.7 bn (28.6% of total assets)



Data as of Q3 FY25

5 \* Market Cap on 31-Dec-2024

We are a

# GLOBAL COMPANY...

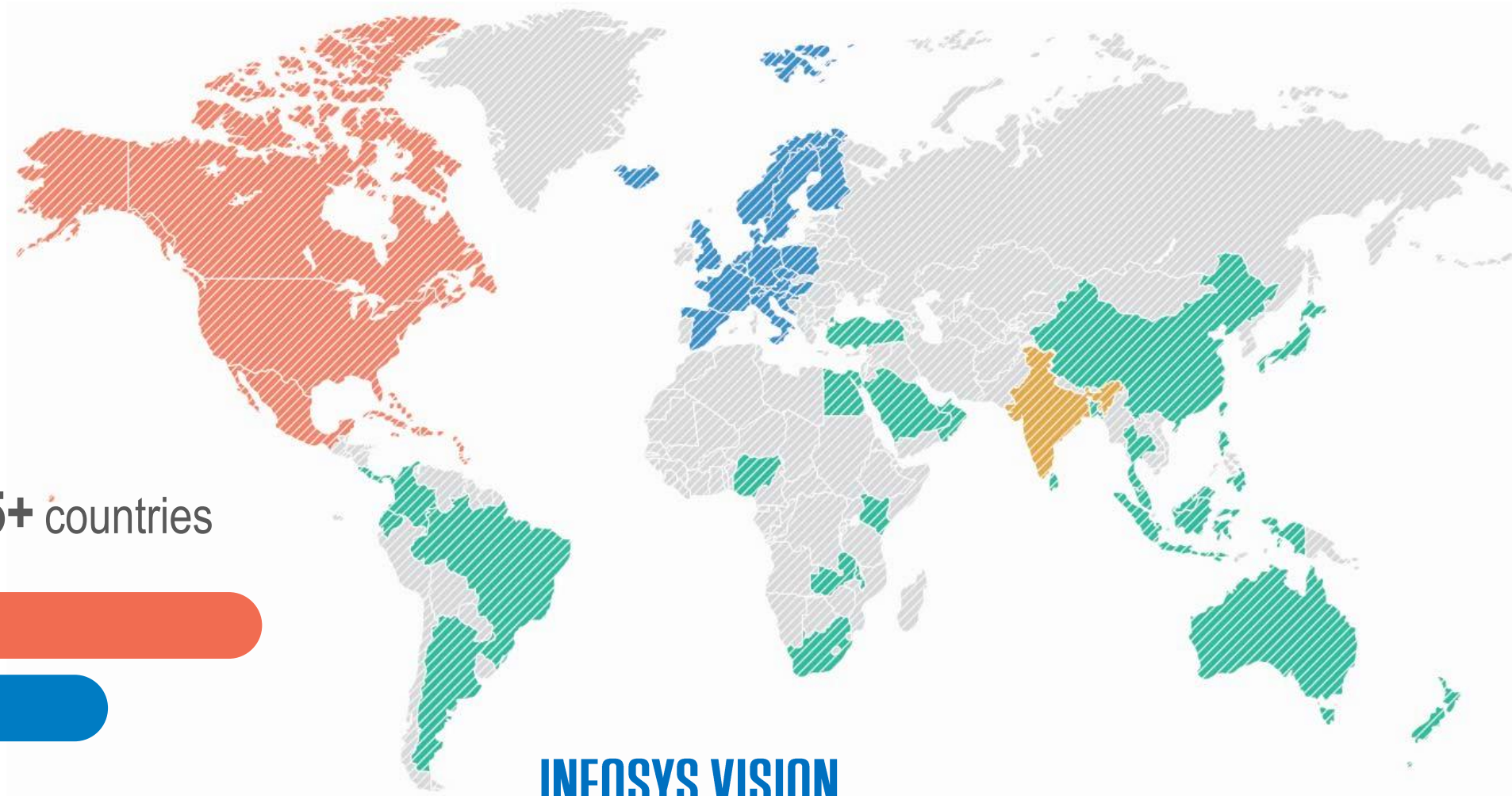
A global company with presence in **55+** countries

North America **58.4%**

Europe **29.8%**

Rest of World **8.7%**

India **3.1%**

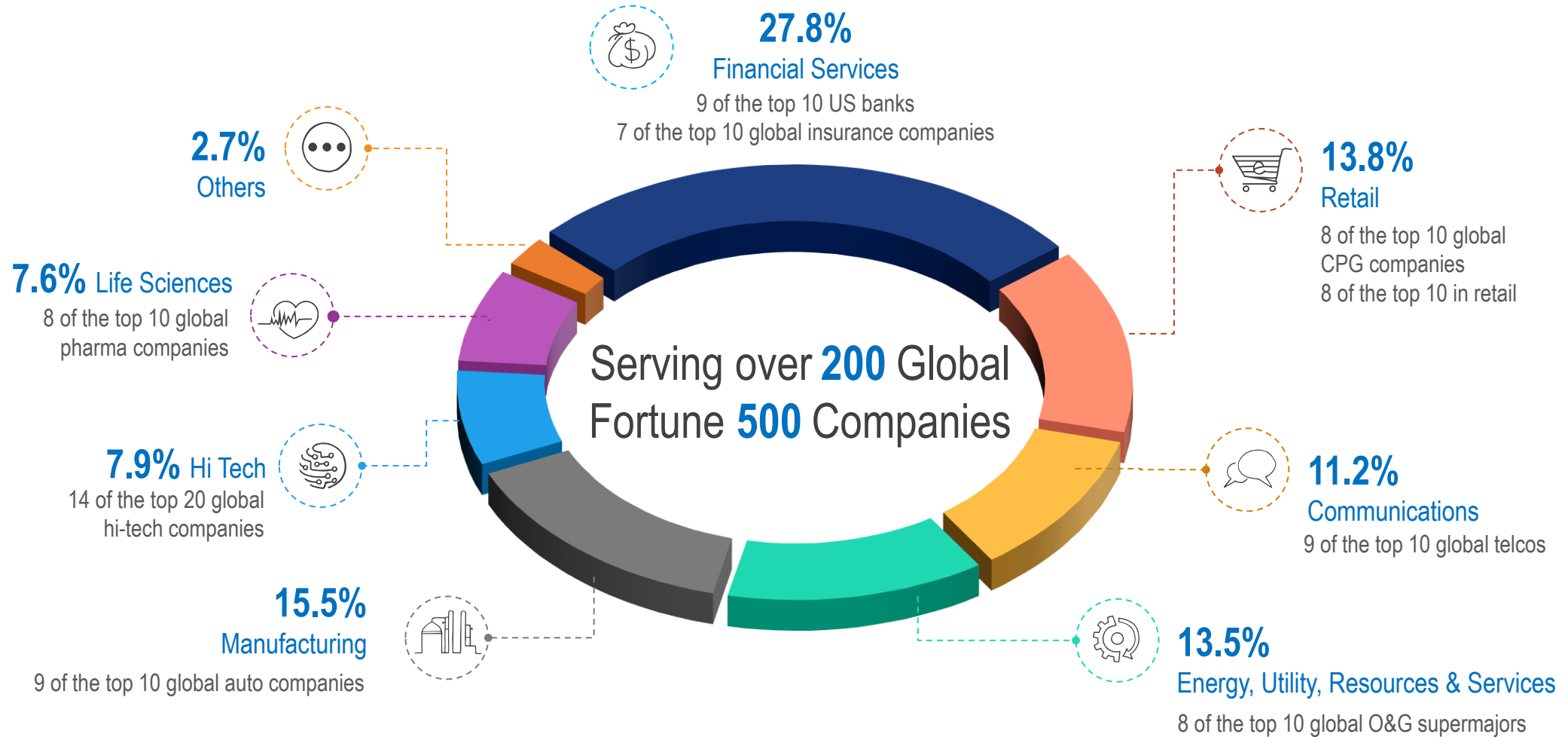


## INFOSYS VISION

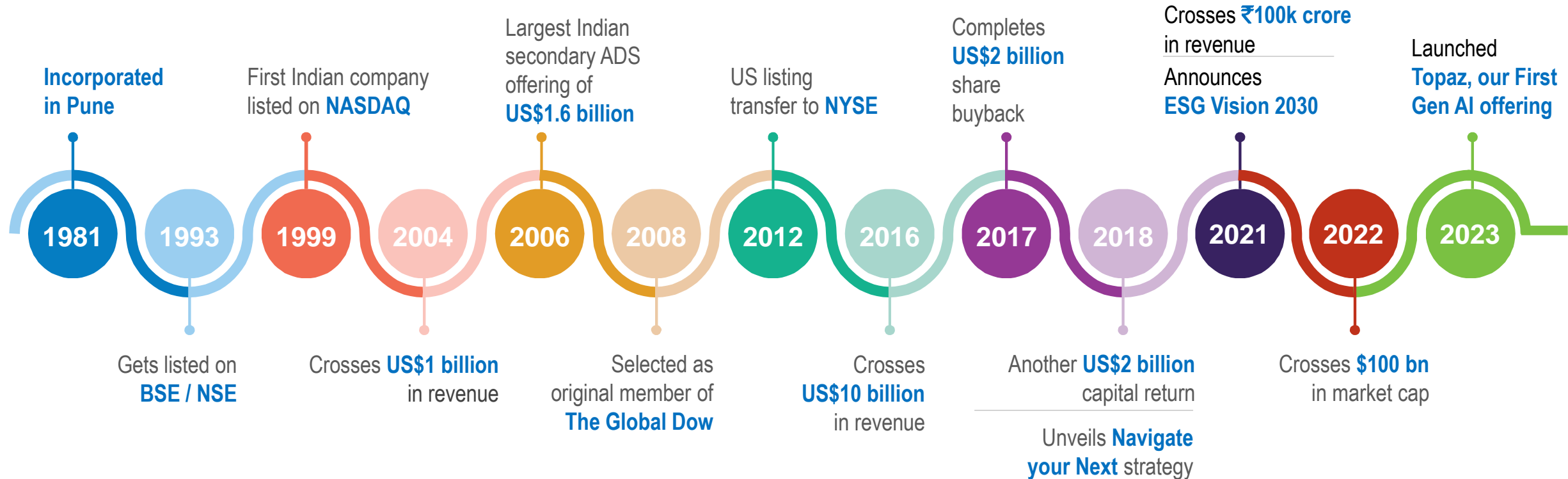
To be a globally respected corporation that provides best-of-breed business solutions, leveraging technology, delivered by best-in-class people

# ...DEEPLY INTEGRATED

with the global economy and market leaders

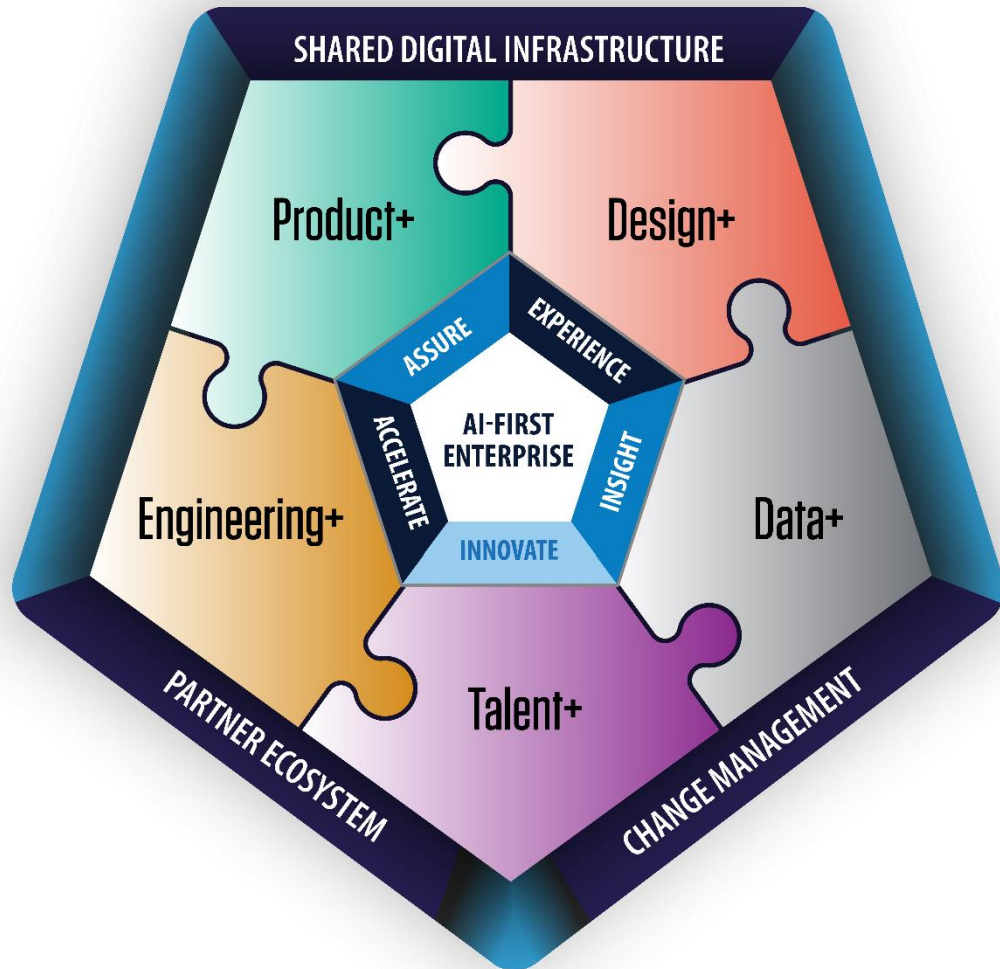


We are a pioneering company with  
**MANY FIRSTS**





# JOURNEY SO FAR



## 60 “Digital Leader”

ratings across offerings of Digital Pentagon by industry analysts in **FY 24** (**24** in FY 18)

- Significant market share gain
- Doubled \$100M+ accounts to 40 in last 6 years
- FY 24 record large deal wins of \$17.7 bn

# BUILDING BLOCKS

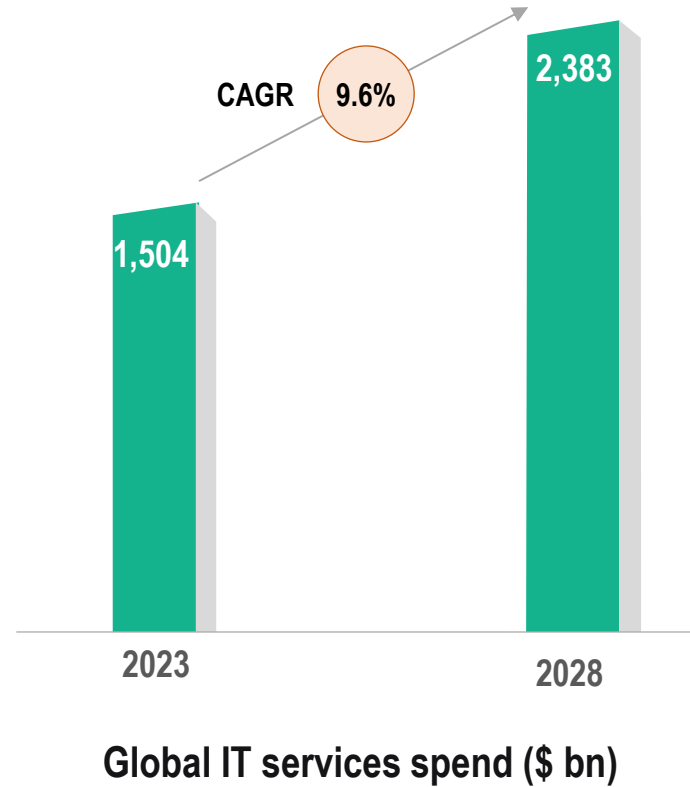
to create  
Shareholder Value





# INDUSTRY CONTEXT AND INFOSYS

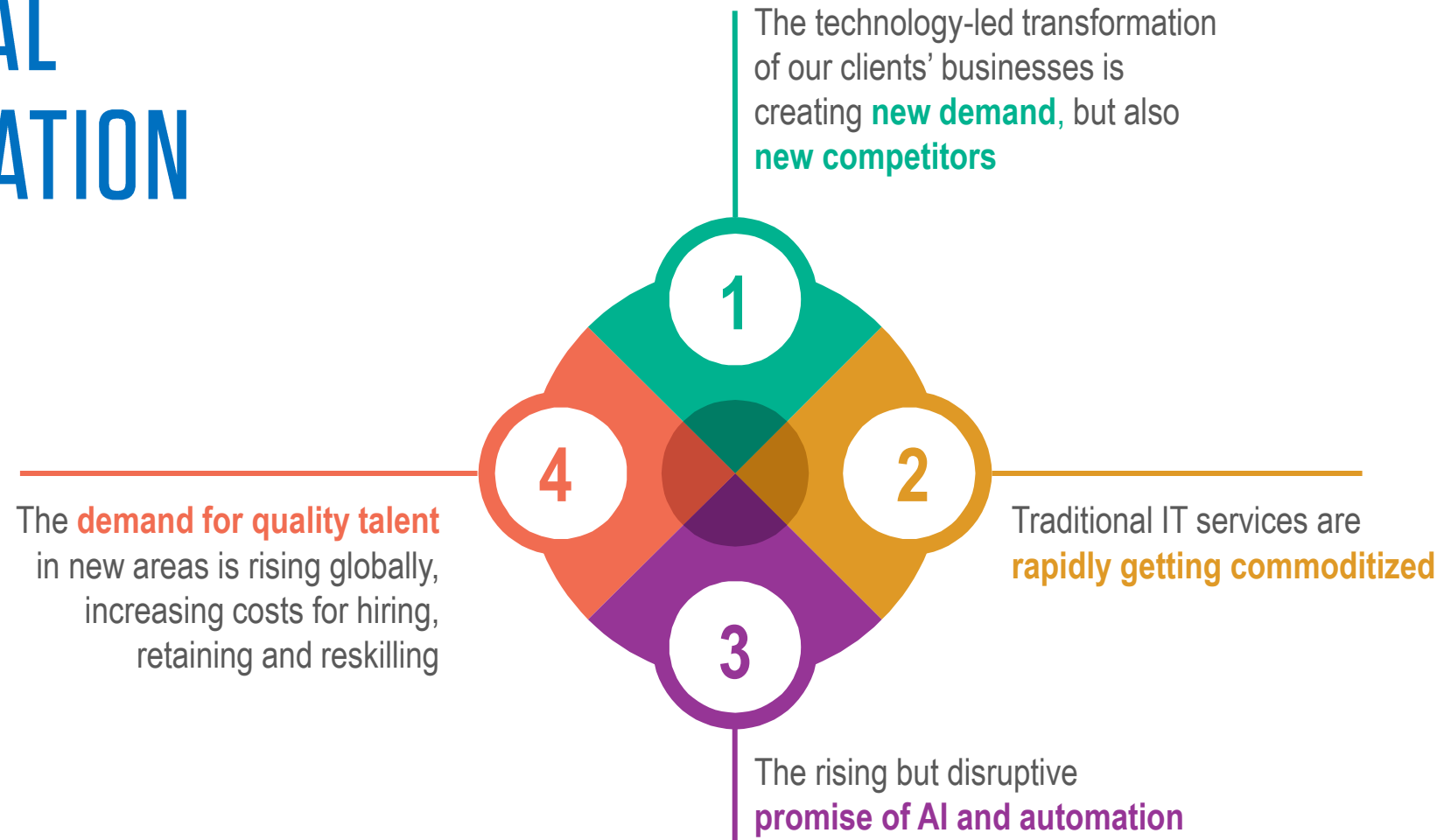
# Large and growing MARKET



We are a leading player in an industry projected to grow at high single digits

We are implementing our strategy in a context that is witnessing

# FUNDAMENTAL TRANSFORMATION



# VALUE PROPOSITION



## Global IT services business model

- Growing market for organization wide technology transformations
- Geographic spread
- Industry and client diversification
- Multi-currency order book
- Limited-energy dependence and low environmental footprint
- Asset light operations

## Infosys Advantage+

- Global scale operator with focus on Digital
- Deep and lasting client relationships
- Integrated and broad suite of service and solutions
- Innovation ecosystem coupled with partnerships and alliances
- Investments in new service and technology offerings
- Localization strategy across geographies
- Rapid reskilling and refactoring of workforce
- Liquid and debt free balance sheet
- Predictable and well-articulated capital allocation policy
- Responsible M&A aligned to business strategy
- Strong governance credentials with wide shareholder base, independent board and US listing



# CLIENT CENTRIC STRATEGY

# STRATEGIC ELEMENTS

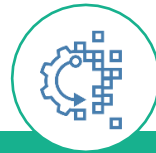


Continued focus on client relevance and execution



Scale  
cloud  
business

Cloud advisory, data on cloud, cloud security, SaaS, PaaS, IaaS and private cloud



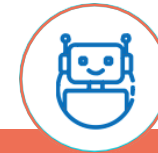
Continue  
intensity in  
Digital

Expanding capabilities to support client in their digital transformation journeys



Next  
generation  
seeding

Investment in digital natives, new geos and new tech areas



Gen AI,  
automation,  
modernization

To be a navigator for our clients as they ideate, plan and execute their advanced automation journeys



People  
care and  
development

Strengthening our human capital & employee value proposition for the newer contexts of work













Strategic elements-

# SCALE CLOUD BUSINESS



## Market leading capabilities: Proprietary Tools and Offerings

 IaaS/Public	 IaaS/Private	 SaaS	 PaaS
 Data on Cloud	 Cloud Security	 Advisory, Design and Migration	 Industry solutions

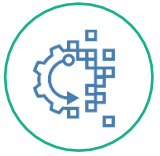
## Key Highlights

### Infosys recognized as Leader in

- Gartner® Magic Quadrant for Cloud ERP Services
- The Forrester Wave™: Automation Fabric Services, Q4 2024
- IDC MarketScape: Asia/Pacific Managed Cloud Services 2024-2025 Vendor Assessment
- Microsoft Azure Services PEAK Matrix® Assessment 2024 by Everest Group
- IDC MarketScape: Worldwide Adobe Experience Cloud Professional Services 2024-2025 Vendor Assessment

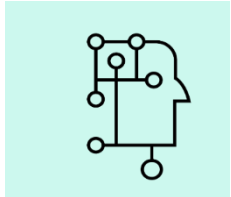
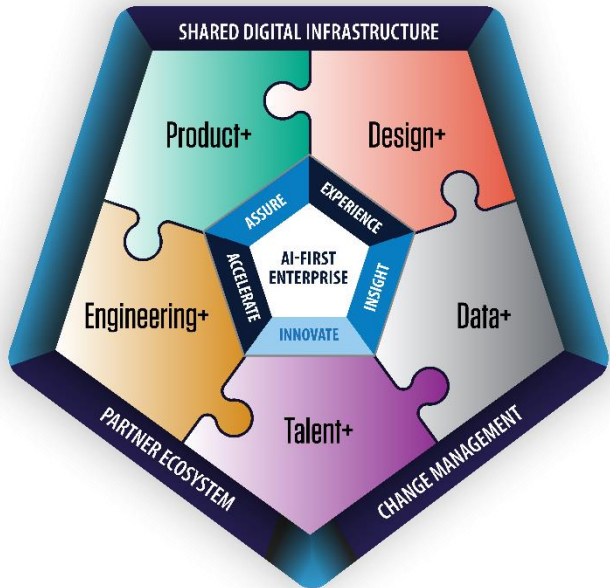


Strategic elements-



# CONTINUE INTENSITY IN DIGITAL

## Market leading capabilities: Proprietary Tools and Offerings



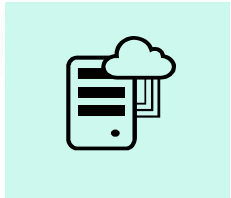
Data, analytics, AI



Enterprise tech



Digital engineering services



IoT



Cybersecurity



Experience

## Key Highlights

### Infosys recognized as Leader in

- The Forrester Wave™: Infrastructure Outsourcing Services, Q4 2024
- IDC MarketScape: Asia/Pacific Salesforce Implementation Services 2024-2025 Vendor Assessment
- IDC MarketScape: Worldwide Digital Workplace Services 2024 Vendor Assessment
- HFS Horizons: IoT Service Providers, 2024



# Strategic elements- **NEXT GENERATION SEEDING**



## Digital Natives

### Key Highlights

Investment in building strong partnerships with cloud hyperscalers and SaaS providers



## Europe

### Key Highlights

- **Second largest geography with ~30% revenue contribution; 5-year revenue CAGR at ~12.5%**
- **Expanded localization and talent development** in Europe



## New Technologies

### Key Offerings

- **Infosys Metaverse Foundry** fast-tracking virtual and augmented environments adoption
- **Infosys Center for Emerging Technology Solutions** incubating NextGen services



## Sustainability

### Key Recognitions

- Recognized as a leader in **Avasant's Tech-enabled Sustainability Services 2023-2024 RadarView™**
- Honored with multiple awards at the **Asset ESG Corporate Awards 2024**



Strategic elements-

# GEN AI, AUTOMATION AND MODERNIZATION



## Next generation BPM

### Advanced ADM

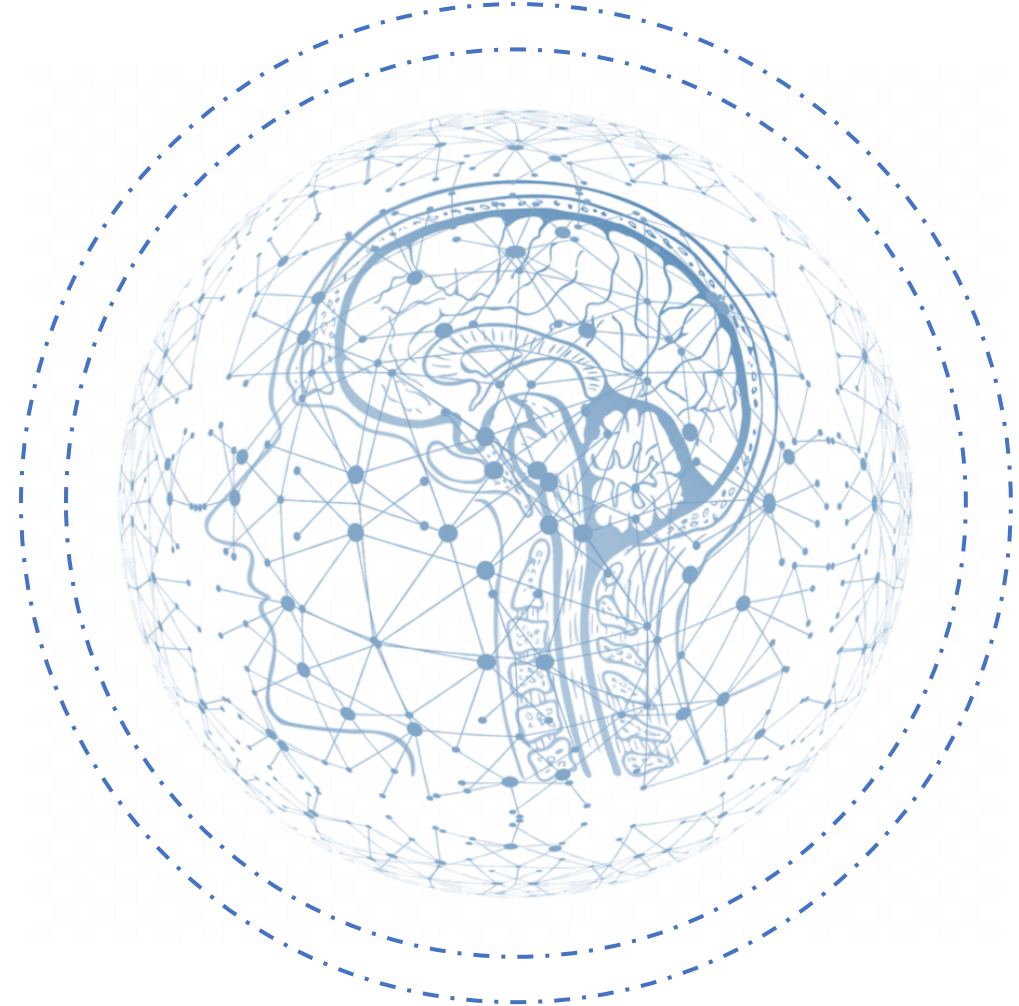
- Bridge between core services and digital/cloud

### Modernization

- Zero Disruption Modernization

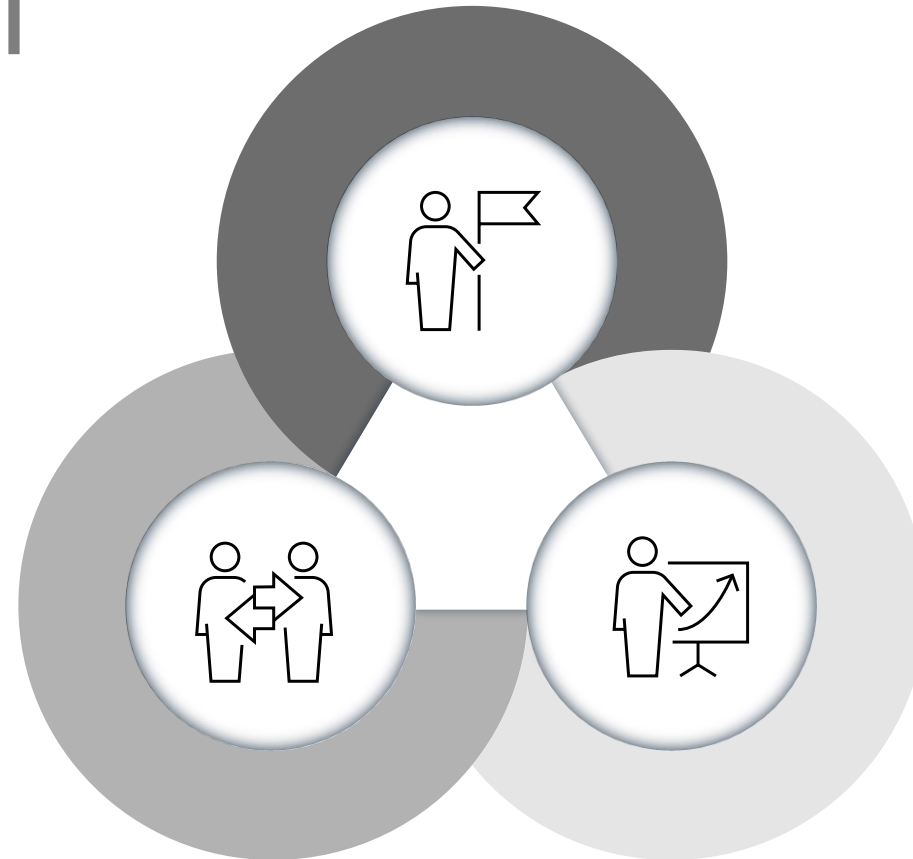
### AI, machine learning, automation

- Automated intelligent processes
- Low touch, high impact ecosystem





# Strategic elements- **PEOPLE CARE AND DEVELOPMENT**



## **Enhanced employee engagement**

- Attract with brand as a talent magnet
- Engage and Empower
- Incentivize learning culture

## **Faster and predictable career progression**

- Accelerate career growth
- Skill based differential compensation
- Higher internal fulfilment

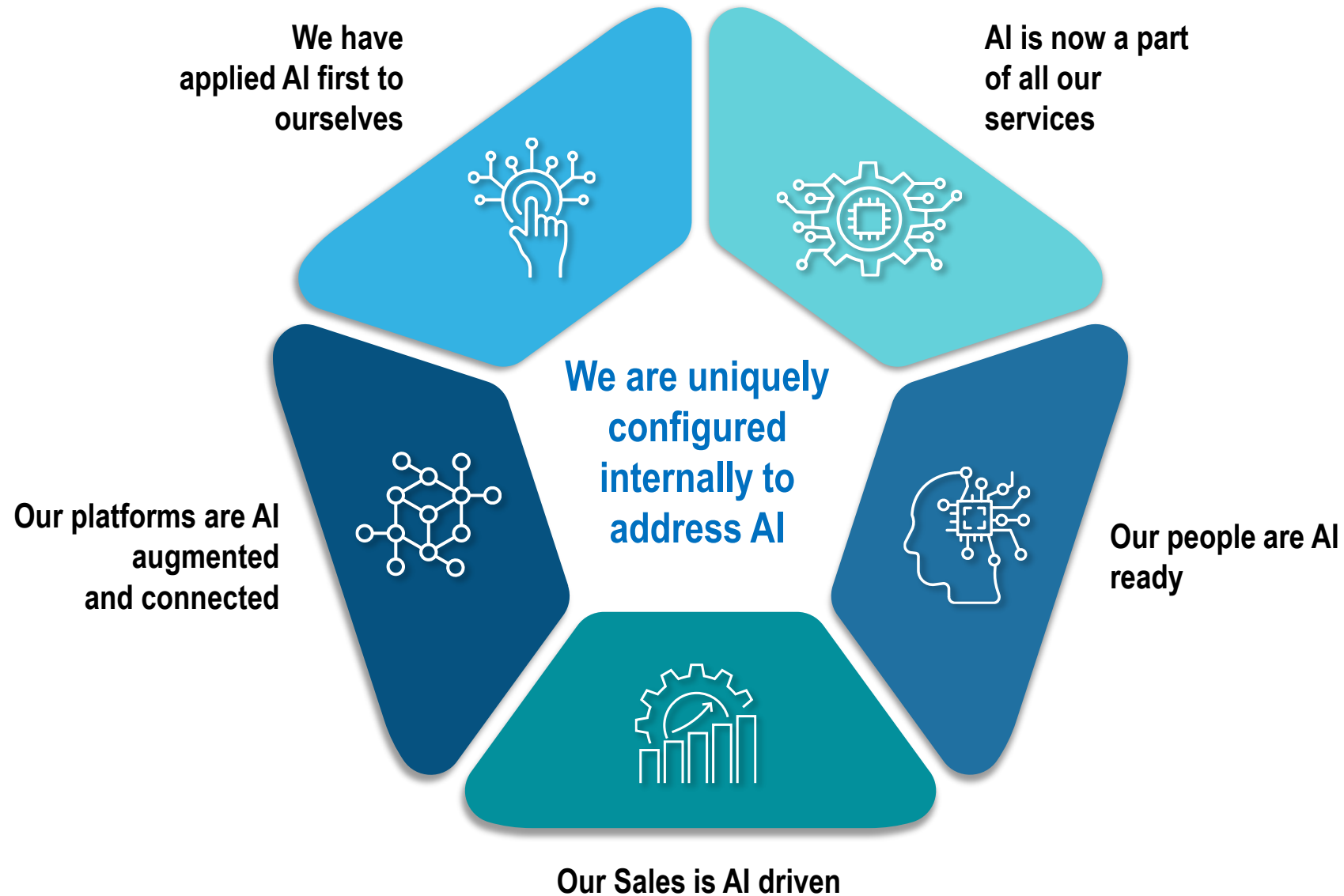
## **Extensive re-skilling for all**

- Digital, Cloud and Generative AI
- Full stack
- Certifications and skill-based recognition

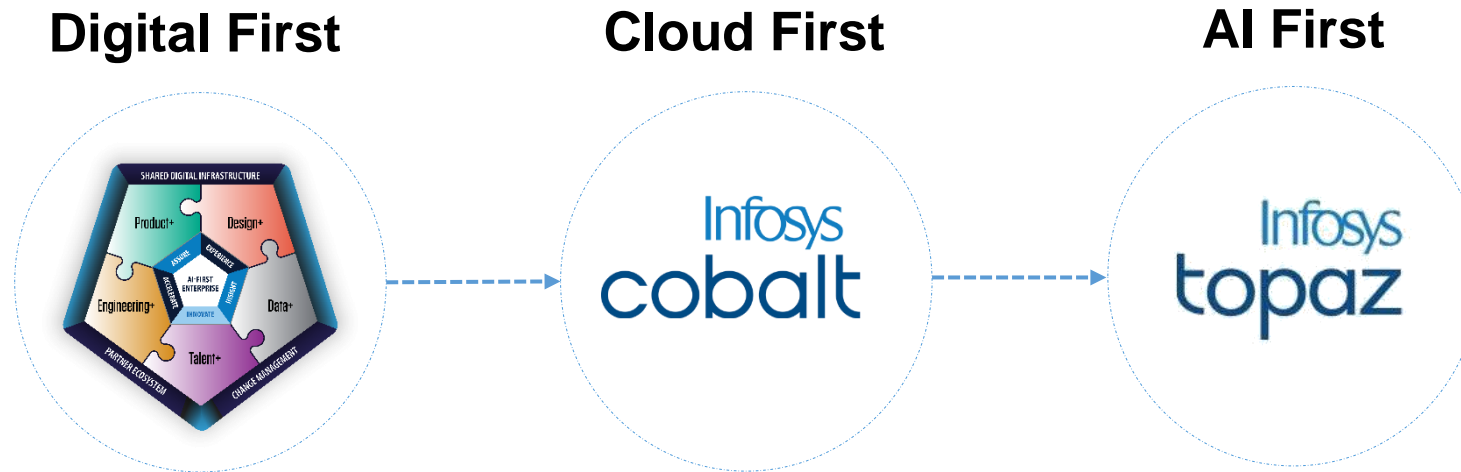


# GENERATIVE AI - TOPAZ

# BUILDING AN AI FIRST ENTERPRISE



# MARKET LEADERSHIP IN GENERATIVE AI



Our comprehensive AI offering including Generative AI to accelerate business value for global enterprises

[Read More](#)

Infosys received ISO 42001:2023 Certification for Artificial Intelligence Management System

[Read More](#)

Infosys Unveiled Small Language Models – Infosys Topaz BankingSLM and Infosys Topaz ITOpsSLM – Built on NVIDIA AI Stack

[Read More](#)

- 12,000+ AI assets
- 150+ pre-trained AI models; 10+ platforms
- AI-first specialists and data strategists
- ‘Responsible by design’ approach
- Small language models built on proprietary datasets



# WE HAVE A ROBUST ECOSYSTEM OF PARTNERS FOR AI



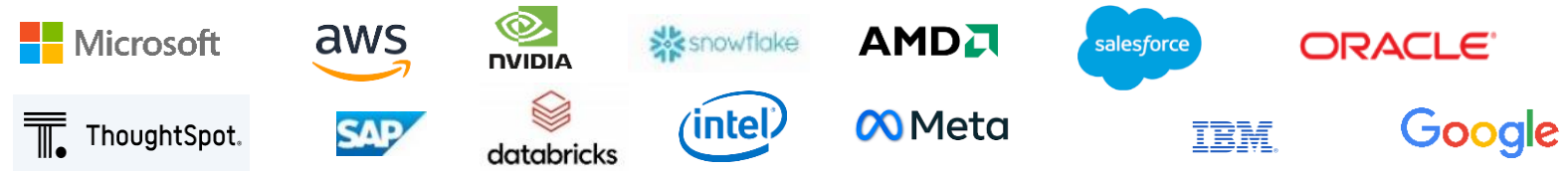
## AI Ops



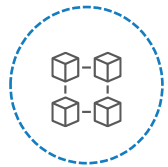
## Generative AI



## AI Hyperscalers



## AI Vision



## AI Startups



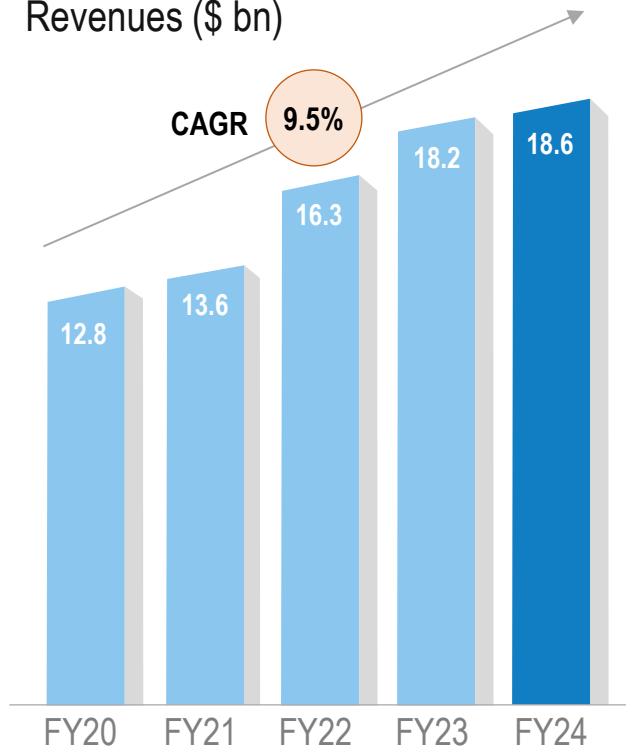


# FINANCIAL PERFORMANCE

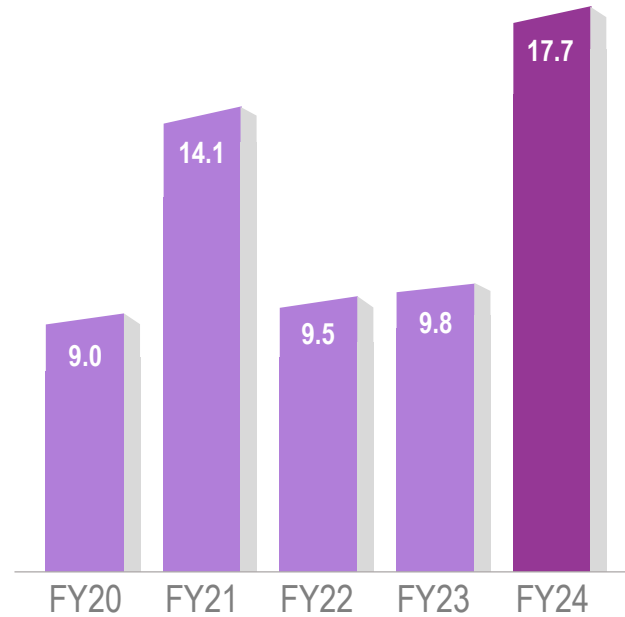
Strong

# FINANCIAL TRACK RECORD

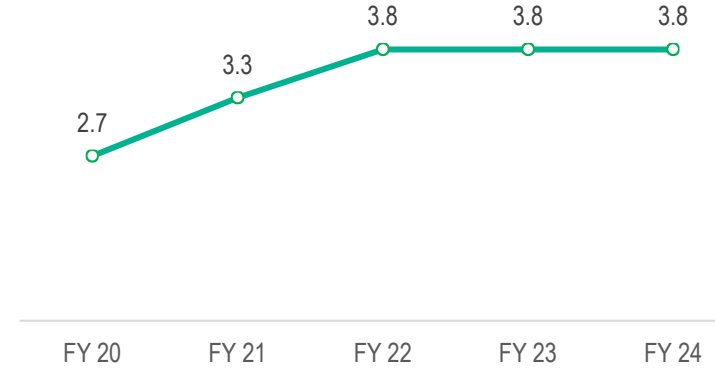
Revenues (\$ bn)



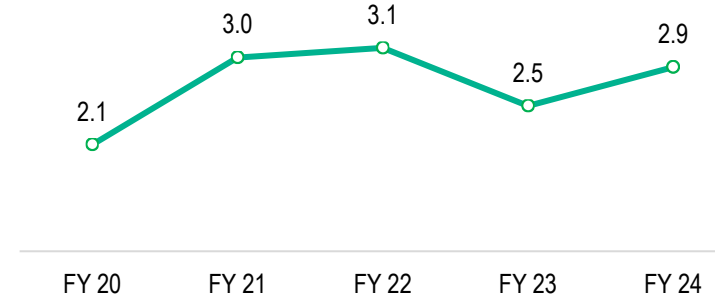
Large Deal (\$ bn)



Operating Profits (\$ bn)



Free Cash Flow (\$ bn)





# SHAREHOLDER VALUE CREATION



TSR focused

# CAPITAL MANAGEMENT



## METRIC

## LONG-TERM OBJECTIVE

## FY24

**FREE CASH FLOW GENERATION**

Maximize long-term growth of free cash flow conversion

98%^ of Net income

**CAPITAL EXPENDITURE**

Invest to support new technology infrastructure development and drive organic growth.

1.4% of revenue

**CASH RETURN**

Return ~85% of free cash flow cumulatively over 5 years in the form of dividends and buybacks over FY25-FY29

85% of free cash flows cumulatively over 5 years

**DIVIDENDS**

Expects to progressively increase its annual Dividend Per Share (excluding special dividend if any) over FY25-FY29

\$ 1.9 bn<sup>#</sup>

## Infosys' TSR since Jan'18 vs key peers\* is in Top Quartile

<sup>^</sup> Adjusted for tax orders received from the Income Tax Authorities in India

<sup>#</sup> Excluding special dividend.

<sup>\*</sup> Key peers referred in the Infosys Expanded Stock Ownership Program 2019



# STRUCTURED APPROACH

to creating investor value

## 1 Growth with strategic investments



Scale Agile Digital with key investments

Go-to-market localization capabilities

*Infosys Compaz is JV with Temasek*

*Hipus is JV with Hitachi, Panasonic and Pasona*

*Stater is JV with ABN AMRO*

## 2 Inorganic moves aligned to strategy



Invest in inorganic moves to expand client relevance

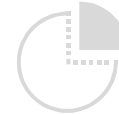
Acquisitions



Joint Ventures



## 3 Progressive capital allocation



Returned 85% of free cash flows cumulatively over a 5-year period (FY20-FY24)

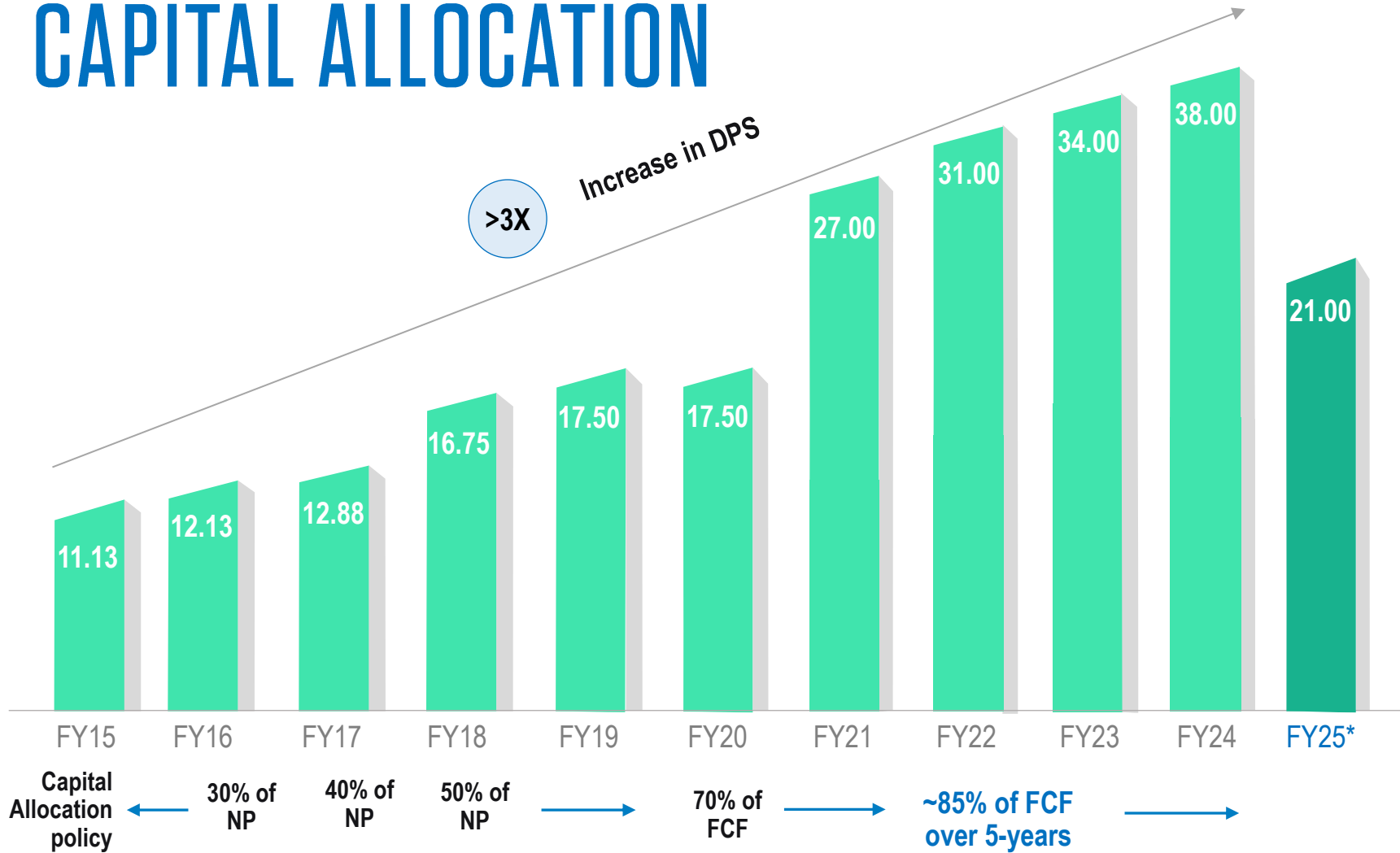
Expects to return

# ~85% Free cash flow

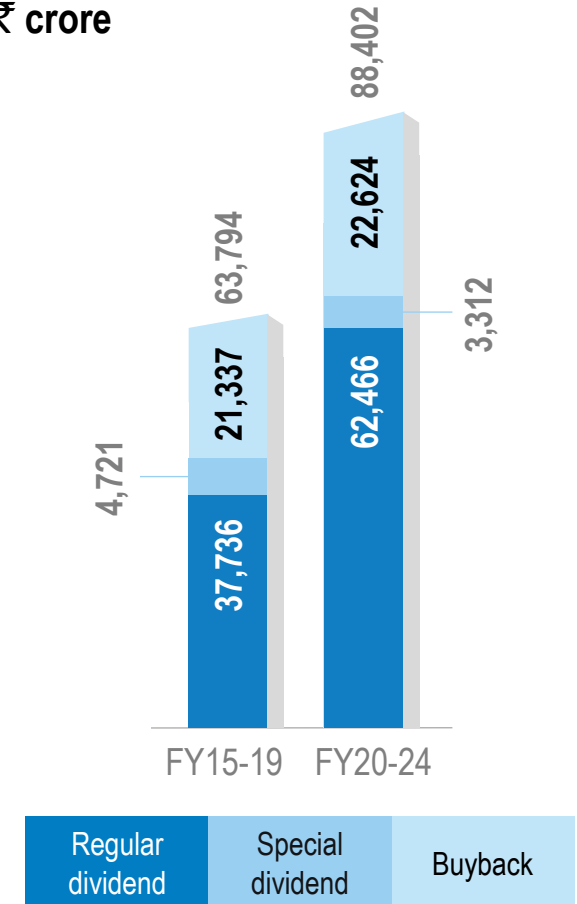
cumulatively over FY25 - FY29

Expects to progressively increase its annual Dividend Per Share (excluding special dividend if any)

# CAPITAL ALLOCATION



Capital returned<sup>(2)</sup> to shareholders  
₹ crore

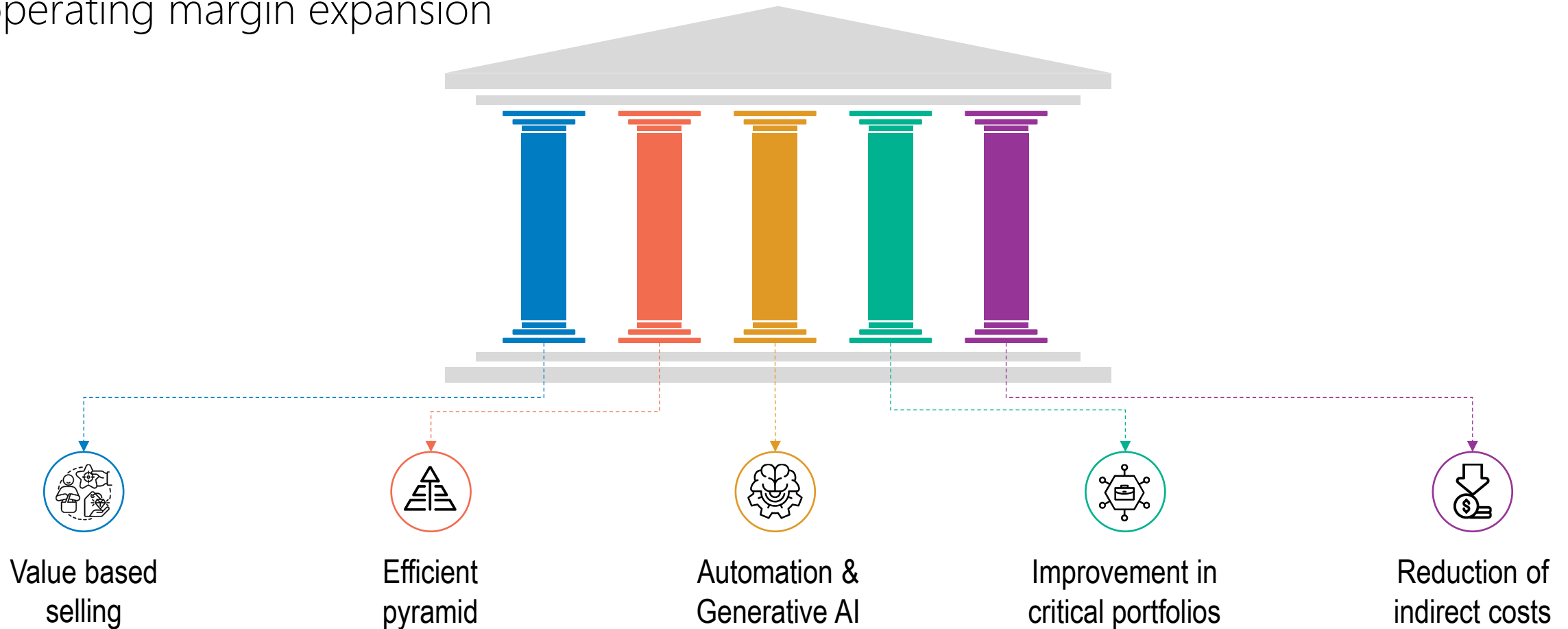


Dividend Per Share (DPS in ₹) has grown at CAGR of 25% over last 20 years<sup>(1)</sup>

31 <sup>(1)</sup> Excludes Special Dividends. DPS figures are adjusted for Bonus issues.  
<sup>(2)</sup> Dividend amount is inclusive of Dividend Distribution Tax. Buyback amount includes buyback tax  
 \* Interim Dividend

# PROJECT MAXIMUS

To drive medium term operating margin expansion







# ENVIRONMENTAL, SOCIAL & GOVERNANCE (ESG)

# BENCHMARK

Corporate governance and compliance practices

Guided by our **stakeholders**



## CLIENTS

- Business Value
- Innovation



## EMPLOYEES

- Career Opportunities
- Health and Safety
- Learning and development



## COMMUNITY

- Access to Healthcare
- Access to Education
- Improving Livelihoods



## GOVERNMENT/ REGULATORY BODIES

- Good Governance
- Compliance



## SUPPLIERS AND ALLIANCE PARTNERS

- Long-Term Partnership
- ESG Enabled Businesses



## INVESTORS

- Sustainable Performance
- Stability
- Reputation

**78%**  
Independent  
directors

**87%**  
Public  
shareholding

**~10%**  
ADR float

**Professional  
Management Team**

Listed at  
**BSE, NSE and NYSE**

## History of firsts for an Indian company

To introduce ESOPs

To voluntarily adopt  
US GAAP and IFRS reporting  
and comply with SOX

To publish quarterly  
audited financials

To be listed on NASDAQ

To facilitate ADR participation  
in Indian share buyback

Promoting Diversity,

# CARING FOR

Society and Environment

## Environmental sustainability

[Read more](#)

### Carbon Neutral for the fifth year in a row

Awarded the prestigious UN Global Climate Action Award (Category: Climate Neutral Now) – 2019-20

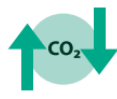
### Pillars of our carbon neutrality commitment



Energy efficiency



Renewable energy



Carbon offsets



## Social Impact

### Infosys Foundation

Impactful projects delivered in health, education, arts and culture, women's empowerment, sustainability, destitute care and rural development

[Read more](#)



### Infosys Science Foundation

Elevate the prestige of science and research in India and inspire young Indians to choose a vocation in research

[Read more](#)



### Infosys Foundation USA

Expand access to computer science and make education for K-12 students and educators across the USA

[Read more](#)

## Diversity



22%  
Women

Board members

39%

Women employees

Employees  
from 157  
Nationalities

# ESG VISION 2030

Shape and share solutions that serve the development of businesses and communities



## Environment Vision

Serve the preservation of our planet by shaping and sharing technology solutions



## Social Vision

Serve the development of people by shaping a future with meaningful opportunities for all



## Governance Vision

Serve the interests of all our stakeholders by leading through our core values



### Environment Ambitions

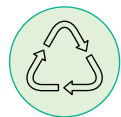
#### Climate change

- Carbon neutrality across Scope 1, 2 and 3 emissions
- Reducing Scope 1 and 2 GHG emissions by 75%
- Reducing Scope 3 GHG emissions by 30%
- Engaging clients on climate actions



#### Water

- 100% wastewater recycling



#### Waste

- Zero waste to landfill



### Social Ambitions

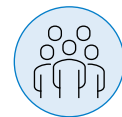
#### Enabling digital talent at scale

- Extending digital skills to 10mn+ (2025)



#### Tech for good

- Empowering 80 mn+ lives via tech for good programs (2025)



#### Diversity and inclusion

- Creating a gender-diverse workforce with 45% women



#### Energizing local communities

- Delivering 33% of work by leveraging flexible/remote work options



#### Employee wellness and experience

- Facilitating best-in-class employee experience



### Governance Ambitions

#### Corporate Governance

- Empowered, diverse and inclusive Board
- Sustainable supply chains
- Robust compliance and integrity practices
- Transparent communications with stakeholders



#### Data privacy

- Leading data privacy standards



#### Information management

- Industry leadership in our information security practices

# RECOGNITIONS

and Accolades

#1

Received multiple recognitions at **The Asset ESG Corporate Awards 2024** including Platinum Award for Excellence and Best Investor Relations Team

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#3

Recognized as one of the “Most Honored” companies, receiving multiple awards at the **2024 All-Asia Executive Team Rankings** from Institutional Investor

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#5

Awarded the Diversity and Inclusion Employer of the Year at the **2024 Digital Revolution Awards**



#2

Investor Relations (IR) function has been recognized one of the top two IR Functions amongst Indian companies in an annual survey conducted by FinanceAsia

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#4

Rated as Top 100 most valuable brand in the world by Kantar BrandZ; Ranked among the most-trusted brands in India and the US

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#6

Received the 2024 UN Women’s WEP India Award in the Gender-inclusive Workplace category

# Conclusion



Year-to-date FY25:  
Strong large deal TCV of **\$9** billion,  
Margins at **21.2%**, up 30 bps,  
Free cash flow at **\$3.2 bn**, **136%** of  
Net Profit



We have positioned our company to  
work with clients for their **digital  
transformation** as well as their **cost  
efficiency** and **automation programs**



We have developed a  
strong set of capabilities  
in **Generative AI** with  
**Topaz**



Our **Cobalt** capabilities for  
the cloud continue to  
resonate with our clients



Our approach of  
**One Infosys** is the  
foundation of this



# THANK YOU

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