## Strategy

Our clients and prospective clients are faced with transformative business opportunities due to advances in software and computing technology. These organizations are dealing with the challenge of having to reinvent their core offerings, processes and systems rapidly and position themselves as 'digitally enabled'. The journey to the digital future requires not just an understanding of new technologies and new ways of working, but a deep appreciation of existing technology landscapes, business processes and practices. Our strategy is to be a navigator for our clients as they ideate, plan and execute their journey to a digital future.

# We have embraced a four-pronged strategy to strengthen our relevance with clients and drive accelerated value creation:



Scale agile digital



Reskill our people



Energize the core



**Expand localization** 

We believe the investments we have made, and continue to make, in our strategy will enable us to advise and help our clients as they tackle the current market conditions. Further, we have been able to successfully enable most of our employees worldwide to work remotely and securely – giving us the operational stability to deliver on client commitments and ensuring our own business continuity.

# Over the last four years, we have executed this strategy and generated significant outcomes.



#### 苎 Scale agile digital

Our revenue from digital technology-related services and solutions has more than doubled in the last three years, and currently comprises 57% of our total revenue. We are rated as a leader in 54 industry analyst ratings across our digital offerings. These outcomes are a result of investments we have made to expand our digital footprint via reskilling of our employees, targeted acquisitions, strong ecosystem partnerships, innovation experience centers across the world, intellectual property development, reconfiguring our workspaces for agile software development and enhancing our brand.

Our human experience-related services expanded with the opening of eight innovation hubs, six digital studios, 12 proximity centers and 20 living labs around the world. During the fiscal, we entered into a definitive agreement to acquire oddity to augment our human experience capabilities in Europe. Through our academia partnerships with Purdue, Trinity, RISD and eCornell, we have trained over 4,500 employees in niche digital skills.

Our Insight and data analytics services and solutions were further strengthened with the launch of our Infosys Applied AI solutions, coupled with the Infosys Data Workbench. Our AI platform, Infosys Applied AI, helps enterprises adopt a comprehensive approach and roadmap to scaling enterprise-grade AI for their businesses. With advances in next-generation computing power, ready access to datasets on the cloud to train Machine Learning models and consumable Artificial Intelligence (AI) services, our solutions enable our clients to generate insights from their data and open opportunities for data monetization.

Our Innovate-related services and solutions are boosted by workspaces that have been specifically redesigned for agile software development, teams reskilled in agile methodologies, certified scrum masters and capabilities in horizontal technologies such as 5G, autonomous tech, product engineering, internet of things and blockchain.

Our Accelerate-related services are aimed at rapidly transforming our clients' legacy technology landscapes and processes with digital technology. We invested in, and built strong partnerships with cloud hyperscalers such as AWS, GCP and Microsoft Azure, and SaaS providers. In fiscal 2022, we expanded our integrated cloud offering Infosys Cobalt™, which now offers over 35,000 cloud assets and over 300 industry cloud solution blueprints. Infosys Cobalt™ is helping enterprises to securely access cloud capabilities with the assurance of single-point accountability for outcomes.

We launched Infosys Equinox, our flagship digital commerce platform, which is a set of core microservices encompassing all digital commerce scenarios to help enterprises rapidly build and deploy features across all touchpoints and channels, without the friction associated with legacy platforms.

Our Automation and AI services grew on the back of our alliances with leading Robotic Process Automation (RPA) solution providers and niche AI players, powered by our

#### Strategy

best-in-class solutions, IPs and frameworks. We have automated over 20,000+ processes for our clients and have over 1,000 ready use cases across industries.

Our Assure services, in software testing and cybersecurity, continued to grow with investments in Cyber Gaze, our cybersecurity dashboard and suite of related applications.



#### **Energize the core**

Leveraging automation and AI, we are winning and executing several engagements for our clients to modernize their core legacy technology and process landscapes. We made significant investments in our Live Enterprise platform, including our Bot Factory of preconfigured automation bots and LEAP, our platform for optimizing large-scale application maintenance and reengineering. In fiscal 2022, we won a total contract value of over US\$ 9.5 billion in large deals, continuing to demonstrate our capabilities and competitiveness in executing complex transformation programs. In addition, investments in our own internal systems, reimagination of our internal processes and automation of software development processes have helped increase our agility, boost productivity and enhance our competitiveness even in the current paradigm of remote working.



### Reskill our people

Continuous learning and reskilling have always been integral to our operating model. We operate our reskilling program with the twin objectives of increasing fulfillment of demand for digital skills in client projects and for enriching the expertise of our global workforce in next-generation technologies and methodologies. We invested in, and scaled, our digital reskilling program globally. Lex, our in-house-developed, anytime-anywhere-learning platform, offers over 13,700 courses curated for easy consumption on mobile devices with advanced telemetry, gamification and certification features. Over 2,99,000 of our employees use Lex and are spending approximately 2.3 million training days compared to 1.9 million in the last fiscal with close to 45 minutes per day on average for learning activities.



### **Expand localization**

With the objective of creating differentiated talent pools in our markets, we made significant investments in expanding our local workforce in the US, the UK, Europe, Japan, China and Australia. We established innovation hubs, nearshore centers and digital design studios across geographies. Further, we expanded our university and community college partnerships in all these regions to aid internships, recruitment, training and joint research. In fiscal 2022, we recruited over 14,805 employees locally in our markets, of which 3,650 were fresh graduates. This initiative also significantly de-risks our operations from regulatory changes related to immigration policies.

# Looking ahead, and to continue staying relevant to the emerging needs of our clients, our strategic areas of focus for the next few years will be to further:

- Scale our cloud capabilities, especially around cloud advisory, data on cloud, cloud security, SaaS, PaaS, laaS and private cloud;
- Expand capabilities in key digital technology areas such as AI, product engineering, cybersecurity and human experience;
- Strengthen our employee value proposition for the newer contexts of work and workplace;
- Run our operations in a cost-effective and agile manner, including increasing the levels of automation in our service delivery;
- Deliver on our ESG commitments, while at the same time enabling our clients to realize their sustainability goals.



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## **Business highlights**

Differentiated cloud services and large deal momentum drive Infosys' highest annual growth in a decade. Our ESG Vision 2030 and ambitions continue to drive value for all our stakeholders.

Revenues (in ₹ crore)

1,21,641 21.1% growth Y-o-Y 19.7% CC growth Y-o-Y

23.0%

**Operating margin** 

Robust operating margin

**Digital revenues** (as a % of total revenue)

**Return on equity** 

Improved by 1.7%

over the last fiscal

Dividend per share (in ₹)

14.8% growth Y-o-Y

41.2% CC growth Y-o-Y (basis US\$)

Free cash flows (in ₹ crore) (1)

22,803

3.6% growth Y-o-Y FCF conversion at 103% of net profit

Total shareholder return

41.6%

Generated higher returns than market

Large deal TCV (Total contract value in US\$ billion)

Sustained momentum in large deal wins

Digital skilling

People are a part of our digital skilling initiatives

Consolidated cash and investments (in ₹ crore) (2)

Continue to maintain strong liquidity position

Basic earnings per share (par value of ₹5 each)

15.2% growth Y-o-Y

Number of US\$ 100 million+ clients

38

Increase of 6 clients Y-o-Y

Women employees

31.0

39.6% Steady progress towards gender diversity goals

**Tech for Good** 

People empowered through our Tech for Good solutions in e-governance, education and healthcare

Carbon neutral for 3 years

in a row

**Carbon neutrality** 

Scope 1, 2 and 3 emissions

Fresh college graduates hired

**84,782** Globally

Carbon offset programs

Rural families continue to benefit from our carbon offset programs

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- (1) Free cash flow is defined as net cash provided by operating activities less capital expenditure as per the Consolidated Statement of Cash Flows prepared
- (2) Comprise cash and cash equivalents, current and non-current investments excluding investments in unquoted equity and preference shares, compulsorily convertible debentures and others

#### **Key trends**

FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
1,21,641	1,00,472	90,791	82,675	70,522
22,110	19,351	16,594	15,404	16,029
52.52	45.61	38.97	35.44	35.53
8,02,162	5,82,880	2,73,214	3,24,448	2,47,198
FY 2022	FY 2021	FY 2020	FY 2019	FY 2018
16,311	13,561	12,780	11,799	10,939
2,963	2,613	2,331	2,199	2,486
0.70	0.62	0.55	0.51	0.55
104,706	79,760	34,966	47,614	19,493
	1,21,641 22,110 52.52 8,02,162  FY 2022 16,311 2,963 0.70	1,21,641 1,00,472 22,110 19,351 52.52 45.61 8,02,162 5,82,880  FY 2022 FY 2021 16,311 13,561 2,963 2,613 0.70 0.62	1,21,641       1,00,472       90,791         22,110       19,351       16,594         52.52       45.61       38.97         8,02,162       5,82,880       2,73,214         FY 2022       FY 2021       FY 2020         16,311       13,561       12,780         2,963       2,613       2,331         0.70       0.62       0.55	1,21,641       1,00,472       90,791       82,675         22,110       19,351       16,594       15,404         52.52       45.61       38.97       35.44         8,02,162       5,82,880       2,73,214       3,24,448         FY 2022       FY 2021       FY 2020       FY 2019         16,311       13,561       12,780       11,799         2,963       2,613       2,331       2,199         0.70       0.62       0.55       0.51

- (1) Based on IFRS consolidated financial statements
- (2) Attributable to owners of the Company

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