

Question and Answer Session – 2026 Annual Meeting of Shareholders June 2, 2026

As noted at the conclusion of the Question and Answer Session following the Company's 2026 Annual Meeting of Shareholders, the Company is posting one additional question received that was unable to be addressed during the session. This question, and answer to such question, is set out below.

Question

When can the company expect the spate of layoffs as reported in the press? Where geographically and which LOBs will be affected and will it offset the \$800m office campus investment made last year?

Response

- We announced Project Leap on April 29, 2026. The program is designed to accelerate our transformation to the operating model of the future by funding investments in our AI capabilities and partnerships, integrated offerings and platforms, reshaping productivity, and upskilling our workforce.
- The program is global and will span across geographies and functions. By fostering a workforce that is AI-enabled and equipped with future-ready skills, we aim to create a more agile, scalable, and cost-effective operating model.
- Even as we make these changes, we're continuing to invest in growth through acquiring new talent. We hired around 20,000 freshers in 2025 and plan to hire a greater number in 2026.
- We expect to conclude the program by the end of 2026.
- Please refer to our Form 10-Q for the quarterly period ended March 31, 2026 for further information on Project Leap.