TATA CONSULTANCY SERVICES

TATA

The Perpetually ADAPTIVE Enterprise

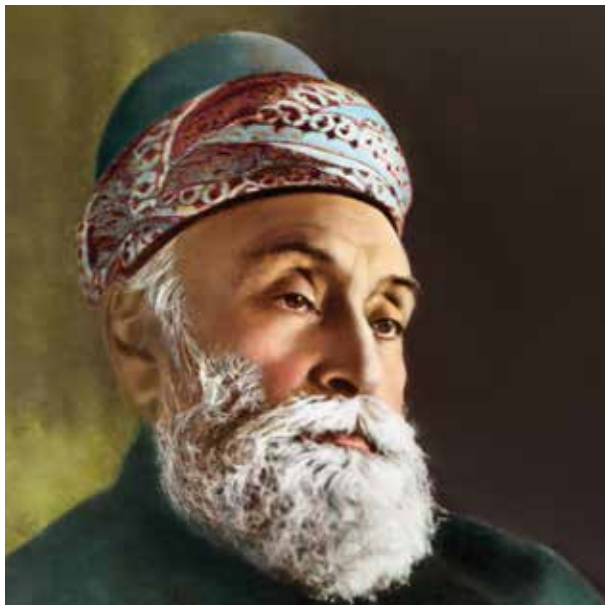


Integrated IFRS Annual Report

2024-25

TATA CONSULTANCY SERVICES

Our Founder

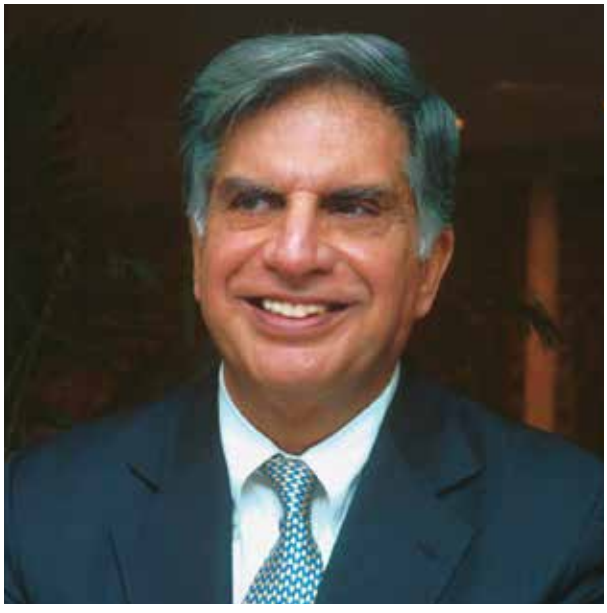


Jamsetji Nusserwanji Tata

03 March 1839 – 19 May 1904

In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence

Remembering Mr. Tata



Padma Vibhushan
Ratan N Tata

28 December 1937 – 9 October 2024

It is with a profound sense of loss that we bid farewell to Mr. Ratan Naval Tata, a truly uncommon leader whose immeasurable contributions have shaped not only the Tata Group but also the very fabric of our nation.

For the Tata Group, Mr. Tata was more than a chairperson. He inspired by example. With an unwavering commitment to excellence, integrity and innovation, the Tata Group under his stewardship expanded its global footprint while always remaining true to its moral compass.

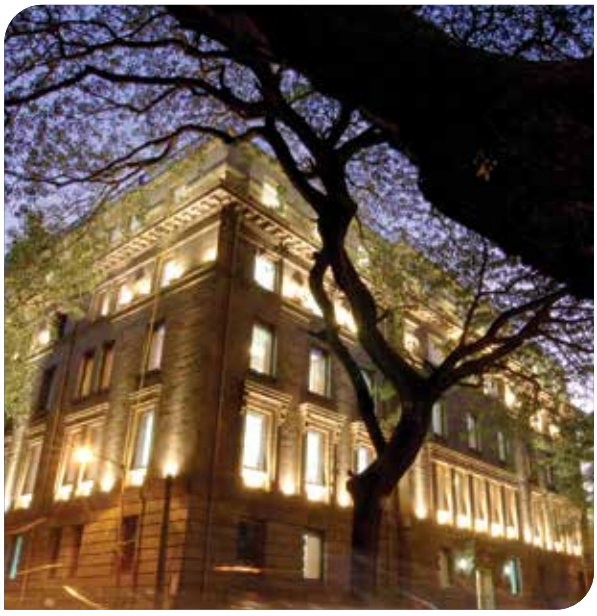
Mr. Tata's dedication to philanthropy and the development of society has touched the lives of millions. From education to healthcare, his initiatives have left a deep-rooted mark that will benefit generations to come. Reinforcing all of this work was Mr. Tata's genuine humility in every individual interaction.

His legacy will continue to inspire us as we strive to uphold the principles he so passionately championed.

Content

Introduction

04 About TCS
06 Board of Directors
07 Management Team



Performance Review

08 Letter from the Chairman
10 Letter from the CEO
12 The Year Gone by
16 Awards and Accolades



Integrated Reporting Framework

18 TCS Integrated Business Model
20 Financial Capital
22 Human Capital
24 Intellectual Capital
26 Social Capital
28 Natural Capital



Statutory Section

41 Management Discussion and Analysis
55 Corporate Social Responsibility

Consolidated Financial Statements

67 Independent Auditor's Report
69 Consolidated statement of financial position
70 Consolidated statement of profit or loss and other comprehensive income
71 Consolidated Statement of Changes in Equity
73 Consolidated Statement of Cash Flows
75 Notes to Consolidated Financial Statements

Glossary

125 Glossary

Customer Stories

30
TCS' AI Powered Drug Design Enables Pharma's Fight Against Cancer

31
Revolutionizing Employee Experience with GenAI

Transforming Telecommunications with GenAI

32
Digital Transformation of Electoral Roll Management in India

33
A Journey Towards Becoming the Most Trusted Advisor

34
AI - The Game Changer for Logistics and Supply Chain

Transforming Airline Operations with an AI-equipped, Unified Data Platform

35
One step closer to a Net-Zero Grid

36
GenAI Revolutionizing Media Content Analysis

Re-imagining Banking with AI

37
Empowering Education: The British Council Business Transformation

38
Centralizing Custodial Operations with TCS BaNCS™

About TCS

Tata Consultancy Services (TCS) is a digital transformation and technology partner of choice for industry-leading organizations worldwide. Since its inception in 1968, TCS has upheld the highest standards of innovation, engineering excellence and customer service.

Rooted in the heritage of the Tata Group, TCS is focused on creating long term value for its clients, its investors, its associates, and the community at large. With a highly skilled workforce of over 607,000 associates in 55 countries and over 200 service delivery centres across the world, the company has been recognized as a top employer in six continents. With the ability to rapidly apply and scale new technologies, the company has built long term partnerships with its clients – helping them emerge as perpetually adaptive enterprises. Many of these relationships have endured into decades and navigated every technology cycle, from mainframes in the 1970s to Artificial Intelligence today.

TCS sponsors 14 of the world's most prestigious marathons and endurance events, including the TCS New York City Marathon, TCS London Marathon and TCS Sydney Marathon with a focus on promoting health, sustainability, and community empowerment. TCS generated consolidated revenues of US $30 billion in the fiscal year ended March 31, 2025. For more information, visit **www.tcs.com**

Our global presence

6 continents. 152 nationalities. 607,000+ associates

North America Latin America Europe UK & Ireland India Asia Pacific Australia & New Zealand Middle East & Africa Japan

Argentina
Australia
Austria
Bahrain
Belgium
Brazil
Bulgaria
Canada
Chile
China
Colombia
Czech Republic
Denmark
Ecuador
Estonia
Finland
France
Germany
Guatemala
Hong Kong
Hungary
India
Indonesia
Israel
Italy
Japan
Kuwait
Luxembourg
Malaysia
Mexico
Netherlands
New Zealand
Norway
Oman
Peru
Philippines
Poland
Portugal
Qatar
Romania
Saudi Arabia
Singapore
Slovakia
South Africa
South Korea
Spain
Sweden
Switzerland
Taiwan
Thailand
United Arab Emirates (UAE)
United Kingdom (UK) & Ireland
Uruguay
USA



Note: The above map is not to scale and is for illustrative purposes only.

Perpetually Adaptive Enterprise

The TCS' FY 2024-25 (FY 2025) Integrated IFRS Annual Report highlights the rapidly changing world and role of technology in addressing business problems. Recent years have seen unabating transformation, driven by emerging technologies, geopolitical dynamics, and shifting consumer expectations. Businesses must adapt quickly, anticipate change and turn potential disruptions into strategic advantages. This ongoing evolution requires perpetual adaptation across all business facets.

The '***Perpetually Adaptive Enterprise***' thrives in uncertainty through rapid innovation, new ways of working, purpose-led sustainable growth, a continuously learning workforce, and seamless ecosystem collaboration. Technology is crucial in achieving these goals, helping organizations anticipate risks and seize opportunities. As AI, data, cloud and digital technologies transform industries, TCS is well prepared to help its clients to perpetually adapt and thrive in an ever-changing world.

Recent Annual Report Themes

FY 2024

Transforming Industries



FY 2023



Innovate, Adapt, Thrive

FY 2022

Innovating for Greater Futures



FY 2021

Building on Belief



FY 2020

Purpose-driven. Resilient. Adaptable





TCS Delivery Centre and Office Locations

Board of Directors

Non-Independent, Non-Executive



N Chandrasekaran
Chairman

C C M

Independent, Non-Executive



Dr Pradeep Kumar Khosla

C M



Hanne Sorensen

M M



Keki Mistry

C C C M

Non-Independent, Executive



K Krithivasan
CEO & MD

M M M M



Aarthi Subramanian
ED - President & COO



Al-Noor Ramji

M M



Sanjay V Bhandarkar

M M M

Average Age (years)

63

57 — 71

Average Tenure on the Board (years)

6

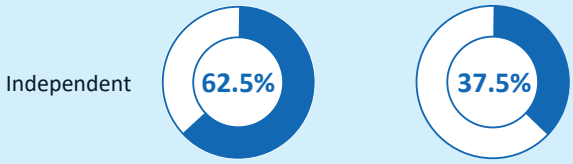
0 — 18

Average Tenure of Independent Directors on the Board (years)

4

0 — 7

Board Independence



Board Committees C Chairman M Member

- Audit Committee
- Risk Management Committee*
- Nomination and Remuneration Committee
- Corporate Social Responsibility Committee
- Stakeholders' Relationship Committee
- Executive Committee

** Samir Seksaria, Chief Financial Officer, is also a member of the Committee*

Management Team

Corporate

K Krithivasan
Chief Executive Officer and Managing Director

Aarthi Subramanian
Executive Director - President and Chief Operating Officer

Samir Seksaria
Chief Financial Officer

Milind Lakkad
Chief Human Resources Officer

Sudeep Kunnumal
Chief Human Resources Officer Designate

Mangesh Sathe
Chief Strategy Officer

Dr. Harrick Vin
Chief Technology Officer

Abhinav Kumar
Chief Marketing Officer

Madhav Anchan
General Counsel Legal

Yashaswin Sheth
Company Secretary

Business Heads

Industries

Susheel Vasudevan
Banking Financial Services and Insurance

Shankar Narayanan
Banking Financial Services and Insurance

Debashis Ghosh
Life Sciences, Healthcare, Energy, Resources and Utilities

Krishnan Ramanujam
Consumer Business Group

Anupam Singhal
Manufacturing

V Rajanna
Technology, Software and Services

Akhilesh Tiwari
Communications, Media and Information Services

Markets

Amit Bajaj
North America

Amit Kapur
UK & Ireland

Sapthagiri Chapalapalli
Europe

Girish Ramachandran
Growth Markets

Services

Siva Ganesan
AI & Data

Krishna Mohan
Hybrid Cloud Unit

Vikram Karakoti
Enterprise Solutions

Ganesa Subramanian Vaikuntam
Cyber Security

Ashok Pai
Cognitive Business Operations

Regu Ayyaswamy
IOT & Digital Engineering

Kamal Bhadada
TCS Interactive

Letter from the Chairman

The single most transformative force in 2024 was Generative AI. GenAI is not just another tech cycle—it is a civilizational shift. I believe every industry stands to benefit from GenAI.

TCS is proactively leading this change. We have systematically infused AI across our offerings and built intelligent agent solutions throughout the value chain. Looking ahead, we will deliver solutions through a human+AI model, invest in AI infrastructure and forge industry-best partnerships.



Dear Shareholders,

The financial year 2025 was a year of profound global disruption. Widespread geopolitical conflicts, military escalations, and uncertain trade dynamics severely impacted global supply chains. Over 60 nations went to the polls, stalling policy continuity and reform agendas across several key markets. As a result, businesses worldwide faced significant shocks—ranging from falling production volumes and rising costs to suboptimal asset utilization, impacting profitability and cash flows.

In the face of this turbulence, your company demonstrated exceptional resilience. We partnered closely with our clients to help them perform under pressure while accelerating their transformation agendas. By harnessing the power of Generative AI and other emerging technologies, we enabled our clients to prepare for the future. The range of transformation is multifaceted and truly profound.

For example, we worked with a client to develop a GenAI–based drug discovery solution that created over 1,300 molecules for a concept target, then assessed synthesizability and shortlisted 12 molecules undergoing in-vitro testing. For another client, we implemented a direct-to-consumer digital solution for the automotive industry, allowing a seamless omnichannel presence and customized vehicle ownership experience. In another case, we modernized 50 million lines of legacy code into a modern AI-powered architecture.

These efforts, alongside many others, contributed to a robust financial performance, with FY 2025 revenue of US $30 billion and an industry-leading operating margin of 24.3%. Your company was once again recognized as a Global Top Employer for the tenth successive year.

The evolving geopolitical landscape and the emergence of a multipolar world are now reshaping how global businesses operate. We are witnessing the rise of new paradigms, demanding a thorough reimagination of systems, processes, and technologies to improve visibility, reduce costs, and enhance operational throughput. This reimagination includes designing end-to-end traceability across supply chains; diversification of sourcing strategies to build resilience, and region-specific ecosystems to serve decentralized markets.

Simultaneously, we are in the midst of an irreversible transition towards green energy. While jurisdictions vary in pace and regulation, businesses must adapt by developing market-appropriate solutions. Nowhere is this more evident than in the automotive sector. Investments in wind, solar, and small modular reactors (SMRs) are surging, leading to the development of new factories, supply chains, and digital tools that optimize both generation and consumption of energy. Your company has developed an AI-powered clever energy platform that has been helping clients optimize energy consumption, reducing emissions and energy costs.

Yet, the single most transformative force in 2024 was Generative AI. Achieving near-human reasoning capabilities, GenAI is not just another tech cycle, it is a civilizational shift. Its widespread adoption is accelerating, powered by parallel advances in semiconductors, cloud computing, quantum technologies, robotics, and energy innovation. GenAI is already redefining analytics, customer experience, and marketing. The rise of autonomous robots and AI agents promises a future of 'dark factories' and AI-assisted enterprise functions.

I believe every industry stands to benefit from GenAI—and the IT industry is no exception. TCS is uniquely positioned to lead this transition. With our domain expertise, deep client relationships, and contextual knowledge, we are the ideal partner for enterprises seeking to build AI-first cultures, transform supply chains, navigate energy transitions, and build resilient and adaptive operations.

However, to lead in this new world, we too must continuously evolve. The path is clear: IT and business services are moving toward autonomous operations. Software development is being redefined by AI-led modernization, as legacy code is being transformed rapidly. Finally, agentic AI is being embedded deeply into enterprise systems.

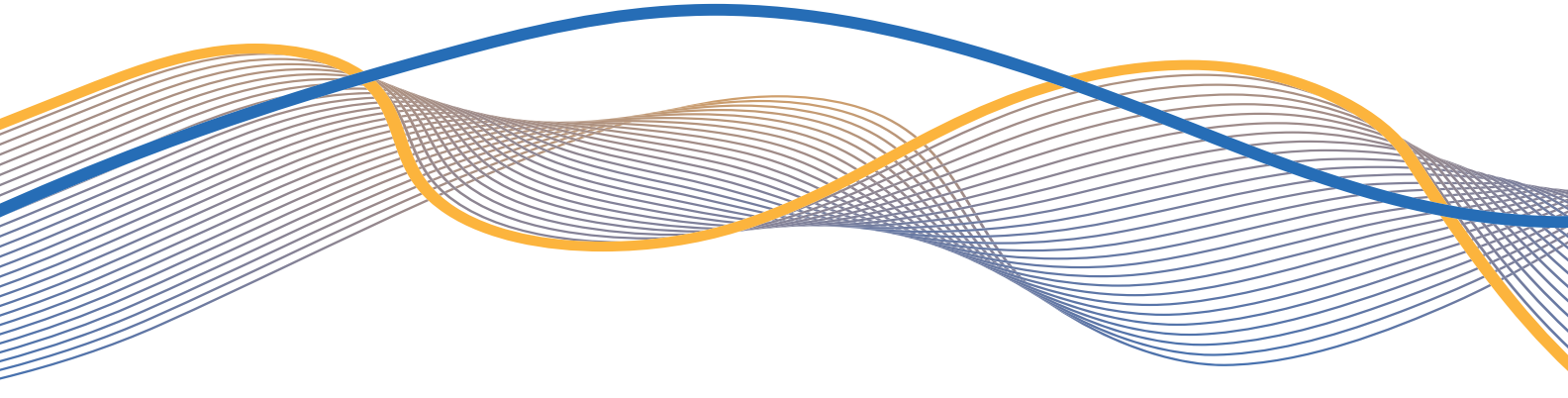
TCS is proactively leading this change. We have systematically infused AI across our offerings and built intelligent agent solutions throughout the value chain. In 2025, we will have the largest AI-trained workforce in the industry and have launched our enterprise-grade GenAI platform: TCS WisdomNext™.

Looking ahead, we plan four distinct progressions. First, we establish a large pool of AI agents working alongside our human workforce. Second, we deliver solutions through a human+AI model. Third, we will consciously invest in AI data centers and cloud infrastructure. Fourth, we forge industry-best partnerships with hardware providers, solution innovators, and startups.

This integrated approach will help us bring the best capabilities to every customer, ensuring they are future-ready, resilient, and competitive. We remain steadfastly committed to leading the industry with purpose, innovation, and responsibility.

Thank you for your continued trust and support as we shape the future, together.

Warm regards,
N Chandrasekaran
Chairman



Letter from the CEO



Significant innovation is happening in the AI ecosystem across infrastructure, data platforms, models and AI native business applications. These innovations are forcing companies to invest in technology modernization and rapidly adopt AI to meet evolving customer expectations.

Our focus on innovation and growth drives us to continuously explore new technologies and business models, ensuring we stay ahead in an ever-evolving landscape.

Dear Shareholders,

I am pleased to share that in FY 2025, we achieved two extraordinary milestones crossing the **US$30 billion** mark in revenues and the US$20 billion mark in brand value. This success is a testament to the early investments we have made in strengthening client relationships, building intellectual property, deepening employee capabilities and expanding technology ecosystem. I am grateful to every stakeholder for contributing to our growth and success.

In a very challenging geopolitical and macro-economic environment, the company reported an annual revenue of **$30,179 million** in **FY 2025**, growing **3.8%** year-on-year (**4.2%** in constant currency). Growth Markets experienced strong demand across key industries, fueled by accelerated digital adoption and new client acquisitions. Governments invested significantly in digital public services, creating opportunities for TCS to drive large-scale transformation.

Our disciplined execution and operational rigor stood out again, as we delivered industry-leading margins of **24.3%**, even as we accelerated investments in talent and expanded capabilities. Our net margin was at **19.0%**. Earnings per share were at **$1.59**, a growth of **3.2%**[2] over the prior year.

Our customer-centric focus and commitment to long-term value creation is well recognized by our clients. We were ranked **#1 for customer satisfaction** in Europe for the 12th year in a row. The number of clients spending over US$100 Mn annually, increased to 64 in FY 2025.

[2]excluding legal settlement of claim of FY 2024

The core values of *Leading Change, Integrity, Respect for Individual, Excellence and Learning & Sharing* strongly bind and unify our **607,979** associates globally. TCS continues to strengthen its brand and has received over 100 awards for its HR practices. Our AI-First approach significantly advanced talent management, learning, and employee engagement. This has led to industry leading retention rates with LTM attrition in IT services at **13.3%**.

Our capital allocation policy of returning substantial free cashflow to shareholders has been very consistent. The Board has recommended a final dividend of **$0.35** per share, bringing the total dividend for the year to **$1.48** per share. For the full year, the company's shareholder payout was **$5,303 million**, with a payout ratio of **94%**.

We reported a robust Total Contract Value (TCV) of **US$ 39.4 billion**. This TCV included a balanced mix of large, medium and small deals, which augurs well for the future. We saw TCV improvement across markets as clients prioritized initiatives around technology modernization, cost optimization, vendor consolidation, operating model transformation, and risk and compliance. We remain closely connected to our customers to help them navigate the challenges impacting their business.

For example, we were selected by **Primark**, a leading international fashion retailer across 17 countries in Europe and the US, to transform their technology operations to support the retailer's ambitious plans for global growth over the next five years.

We are also partnering with **Xerox** in its re-invention strategy, accelerating its transition to a streamlined, services-led, and software-enabled organization. TCS will consolidate Xerox's technology services to enhance business outcomes, migrate complex legacy data centers to the Azure public cloud, implement a cloud-based Digital ERP platform to revolutionize business processes, and integrate GenAI into operations to foster sustainable growth.

Significant innovation is happening in the AI ecosystem across infrastructure, data platforms, models and AI native business applications. These innovations are forcing companies to invest in technology modernization and rapidly adopt AI to meet evolving customer expectations.

Across industries, clients are increasingly shifting their focus from use case based approach to ROI led scaling of AI. We support them by:

- Establishing AI Centers of Excellence for scalable Enterprise AI strategies
- Creating AI Labs for technology experimentation with clients
- Building safe, secure, scalable GenAI as a Service Platforms
- Providing domain AI solutions for business operations with over 150 AI agents
- Delivering GenAI-infused services for Software Engineering, IT operations, Technology Modernization, and Cyber Security
- Setting up sovereign secure Cloud with integrated AI

Given the industry shifts led by AI and the opportunity to drive significant long-term growth, we have announced two key organizational changes effective 1st May 2025. Aarthi Subramanian has joined as President and Chief Operating Officer, working closely with me to help chart the future of our company. We are also pleased to welcome Mangesh Sathe as our new Chief Strategy Officer. Both Aarthi and Mangesh are seasoned, respected leaders whose expertise and vision will play a pivotal role in strengthening our growth journey, refining our organizational structure, and enhancing our operational excellence.

We remain steadfast in our commitment to delivering value to all stakeholders and setting new benchmarks in the IT services industry. Our focus on innovation and growth drives us to continuously explore new technologies and business models, ensuring we stay ahead in an ever-evolving landscape.

We thank you for your continued support and trust in our journey.

Best regards,
K Krithivasan
Chief Executive Officer and Managing Director

The Year Gone By Q4

Tata Group Chairman N Chandrasekaran was awarded the UK Knighthood '**Most Excellent Order of the British Empire',** announced by the UK government, for his services to build UK and India business relations.

Final dividend of $0.35 per share

Announced a final dividend of **$0.35 per share**, taking the total dividend for the year to **$1.48 per share**. The company also rewarded its shareholders with a special dividend of **$0.77 per share**. The total shareholder payout for the year was **$5,303 million**.

Expanded strategic relationship with **Northern Trust**, to enhance its global securities settlements platform across 99 markets. This collaboration will leverage the **TCS BaNCS™ Global Securities Platform** for improved trade processing, settlement standardization, and enhanced AI capabilities. This initiative aims to address the increasing liquidity demands and shorten settlement cycles while ensuring compliance with regional practices.

Partnered with DNB to support its strategic transformation

Aimed to enhance IT operations' stability and efficiency, helping them adapt to technological changes and meet regulatory requirements in the financial services sector. With this partnership, TCS is expected to help DNB become Europe's most efficient digital bank by providing application maintenance and development across various IT domains.



Signed a **five-year partnership with Air New Zealand** to modernize the airline's digital infrastructure and position it at the forefront of AI-driven innovation. This collaboration aims to enhance Air New Zealand's digital capabilities, improve customer experience, and drive operational efficiencies across various aspects of its business, including fleet management, crew scheduling, and ground services.

Collaborated with **MassRobotics,** the world's largest independent robotics hub, to promote robotics innovation across various sectors including retail and transportation. TCS will provide technical expertise and mentorship at their Boston facility, leveraging AI and automation to develop advanced robotics solutions.

TCS named in the FORTUNE® Magazine 2025 list of the World's Most Admired Companies™

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Partnered with **Vantage Towers**, Europe's second-largest telecom tower operator, to launch a digital service platform. This platform aims to improve the experience of property owners leasing land for telecom towers, streamline service processes, and enhance retention. TCS will also deploy **TCS Crystallus™** for Telecom to accelerate digital transformation.

TCS has become the second global IT services brand to surpass US$20 billion

in value, reaching a brand value of **US $21.3 billion**, according to **Brand Finance**. Since 2010, its brand value has **grown by 826%**, solidifying its leadership in the IT services industry.

Extended partnership with Coop Danmark

to support the core business system of Denmark's leading consumer goods retailer. By managing Coop's enterprise resource planning (ERP) platform on SAP S/4HANA, TCS will enable efficient operations for the retailer and consistent shopping experiences for customers across 900-plus stores.

TCS now partners with 14

global endurance races, including five World Marathon Major races in New York, London, Chicago, Boston, and Sydney, alongside marathons in Amsterdam, Mumbai, Singapore and Toronto, with participation from over 600,000 runners. These partnerships highlight TCS' dedication to revolutionizing endurance sports through technology and creating meaningful societal impact beyond the finish line. In 2024 alone, TCS-supported races raised nearly US $280 million for various charities.







In October 2024, the Tata group, and the entire nation mourned the loss of an extraordinary leader, **Padma Vibhushan Mr. Ratan N Tata**. His unparalleled wisdom, deep compassion, and unwavering commitment to uplifting lives earned him reverence worldwide. Mr. Tata's remarkable leadership and genuine care for people have left an indelible mark on everyone at TCS, inspiring the company to carry forward his vision with renewed dedication and passion.

Jaguar TCS Racing became the 2024 ABB FIA Formula E Teams' World Champions

As the official technology partner, TCS and Jaguar TCS Racing harnessed technology to drive championship performances, striving for a sustainable world on and off the track.



Extended contract with **SPARSH**, to continue to streamline and enhance pension services for **over 30 lakh defence pensioners in India**. TCS has achieved significant reductions in pension processing times and implementing the **One Rank One Pension (OROP) scheme, benefiting 1.8 million pensioners**.

Q3

Secured a 15-year contract with **Ireland's Department of Social Protection (DSP)** to implement and support the country's new Auto Enrolment Retirement Savings Scheme, known as "**My Future Fund.**" This initiative will provide a comprehensive, end-to-end digital solution for automatic enrolment of nearly **800,000 workers in Ireland**.

Signed a multi-year deal to help Air France-KLM,

to become the most data-centric airline group in the world. TCS will modernize the airline group's data by moving it to cloud and promoting the **next generation of data-driven aviation**. Air France KLM CEO visited TCS Siruseri premises to celebrate three decades of their partnership with TCS.



Q2

Collaborated with NVIDIA
to launch industry-specific solutions and offerings that will help customers adopt AI faster and at scale.

Signed strategic deal to digitally transform **Mansfield Building Society's Services** in the UK. This transformation will see TCS migrating the Building Society's digital banking solutions to the cloud and integrating with best-in-class ecosystem partners to enhance accessibility and efficiency across digital and intermediary channels.

Partnered with Google Cloud to launch AI-Powered cybersecurity solutions
to deal with advanced threats. It leverages capabilities from Google Cloud's security solutions to strengthen cloud security posture and governance across single, multi, and hybrid cloud environments by embedding security and compliance guardrails throughout the **DevSecOps lifecycle.**

Expanded partnership with Rolls-Royce
to advance hydrogen fuel system technology for aviation, with an aim to establish hydrogen as a viable zero-carbon fuel and support them in overcoming challenges in fuel combustion, delivery, and engine integration.

Launched a new delivery centre in **Warsaw, Poland,** to showcase TCS' capabilities across industries and technologies. TCS expects to double its workforce to **1,200-plus** in a year to support its further growth in the region.

20th Anniversary of TCS' landmark listing on Indian stock exchanges

In August 2024, TCS celebrated the **20th anniversary of its landmark listing on Indian stock exchanges**. The Initial Public Offer, the largest by a private sector company at the time, raised over US $1 billion, and was oversubscribed **7.7 times**, opening at a **41% premium** to the issue price of **₹850**.





Showcased commitment to sustainable aerospace transformation at **Farnborough International Air show** through TCS' strategic partnerships, cutting-edge innovation, and educational initiatives. In discussions with industry experts, TCS highlighted its vision for a greener, more efficient industry powered by AI and alternative fuels.

Expanded partnership with Xerox
to develop a new agile, cloud-first operating model in an end-to-end transformation program designed to fast track the evolution of the company to a simplified, services-led, software-enabled organization. TCS will consolidate Xerox's technology services to improve business outcomes, migrate complex legacy data centers to the Azure public cloud and deploy a cloud-based Digital ERP platform to transform business processes and incorporate GenAI into operations to help drive sustainable growth.

Collaborated with **IIT-Bombay** to develop India's first **Quantum Diamond Microchip Imager**. This advanced sensing tool will hold the potential to unlock new levels of precision in the examination of semiconductor chips, reduce chip failures and improve the energy efficiency of electronic devices.

The project is aligned with the Government of India's National Quantum Mission – an initiative to position the nation as a global quantum technology leader.



N Ganapathy Subramaniam (NGS) was the COO and Executive Director of TCS since February 2017 and retired in May 2024. With 38 years of experience, he has held many key leadership roles across client delivery, business development, integration of businesses and product development. He has also been highly regarded for his in-depth knowledge of technology trends and contribution to landmark projects.

Q1

Launched **TCS AI WisdomNext™** - a GenAI aggregation platform that provides unique capabilities to compare GenAI models and tools across cloud services in a single unified interface allowing clients for real-time experimentation across vendor, internal, & open-source LLM models and to accelerate AI adoption at scale.

Opened its doors to pioneering innovation in the fields of IoT, AI, and GenAI with **TCS Bringing Life to Things™** Lab in Cincinnati, Ohio. The lab enables TCS to assist clients in bringing innovative solutions to life faster and more efficiently.





Celebrated a decade of empowering women through our dedicated **All-women Digital Services Center in Riyadh**. The center's journey began with a modest team of 20 full-time associates and a single customer. Fast forward to today – the center has trained over 2,300 women over the years and currently serves more than 18 customers over 26 lines of business, including banking, energy, and government.

TCS inaugurated a new **TCS Pace Port™ in Paris**, with an **AI Center of Excellence**, which will leverage TCS' global ecosystem of startups, academia, and research organizations to bring the best of global capabilities to French companies. This was followed by **Pace Studio launches in Stockholm (Sweden) and Manila (Philippines)**.



Awards and Accolades

Corporate

Fortune Magazine
One of the World's Most Admired Companies, 2025

Forbes
Leading Management Consulting firm, North America

Forbes
One of the World's Best Management Consulting Companies

SSON Impact Awards – North America
Finance Transformation Impact Award, 2025

SSON Impact Awards – North America
Service Provider of the Year Award, 2025

CRN Magazine
#2 in Annual Solution Provider 500 List, North America

Partner

Whitelane Research
#1 IT Services Provider for Customer Satisfaction, Europe

NVIDIA
Rising Star Partner of the Year Award at GTC 2025

Amazon Web Services
Data and Analytics Partner of the Year Award in Global Consulting

Microsoft
Partner of the Year Award, 2024 for Global System Integration in Canada

Microsoft
Azure Partner of the Year Award, 2024 in Sweden

Salesforce
Partner Innovation Award, 2024

Oracle
Global Award in Business Impact, 2024

Oracle
Global Partner of the Year Award, 2024

Oracle
Customer Excellence Award, 2024

FICO
Global System Integrator Award, 2024

Google Cloud
2024 Partner of the Year Award for Global Expansion

Google Cloud
2024 Data Management and Talent Development Award for APAC

Employee

Top Employers Institute
Global Top Employer, 2025

Top Employers Institute
Enterprise- Wide Top Employer Certification

LinkedIn
Best Employer Brand at LinkedIn Talent Awards, 2024

Stevie International Business Awards
15 Awards, including 5 Gold, 5 Silver and 5 Bronze medals across sectors

Brand

Brand Finance
#2 global IT services brand, 2025

Kantar BrandZ
Among Top 50 brands in Most Valuable Global Brands

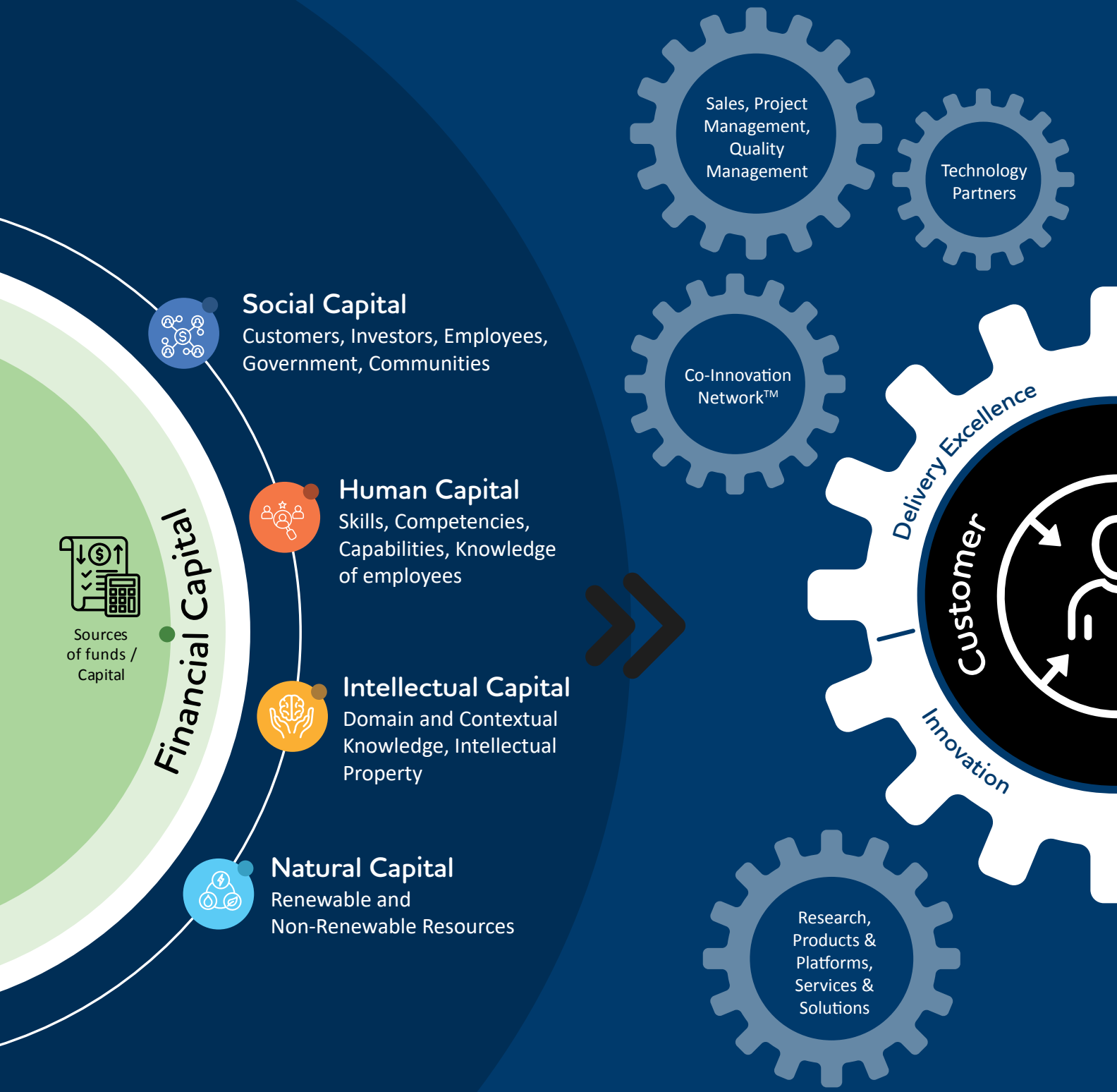
Research & Innovation

Brandon Hall Awards
10 Awards recognizing leadership in Services and Products

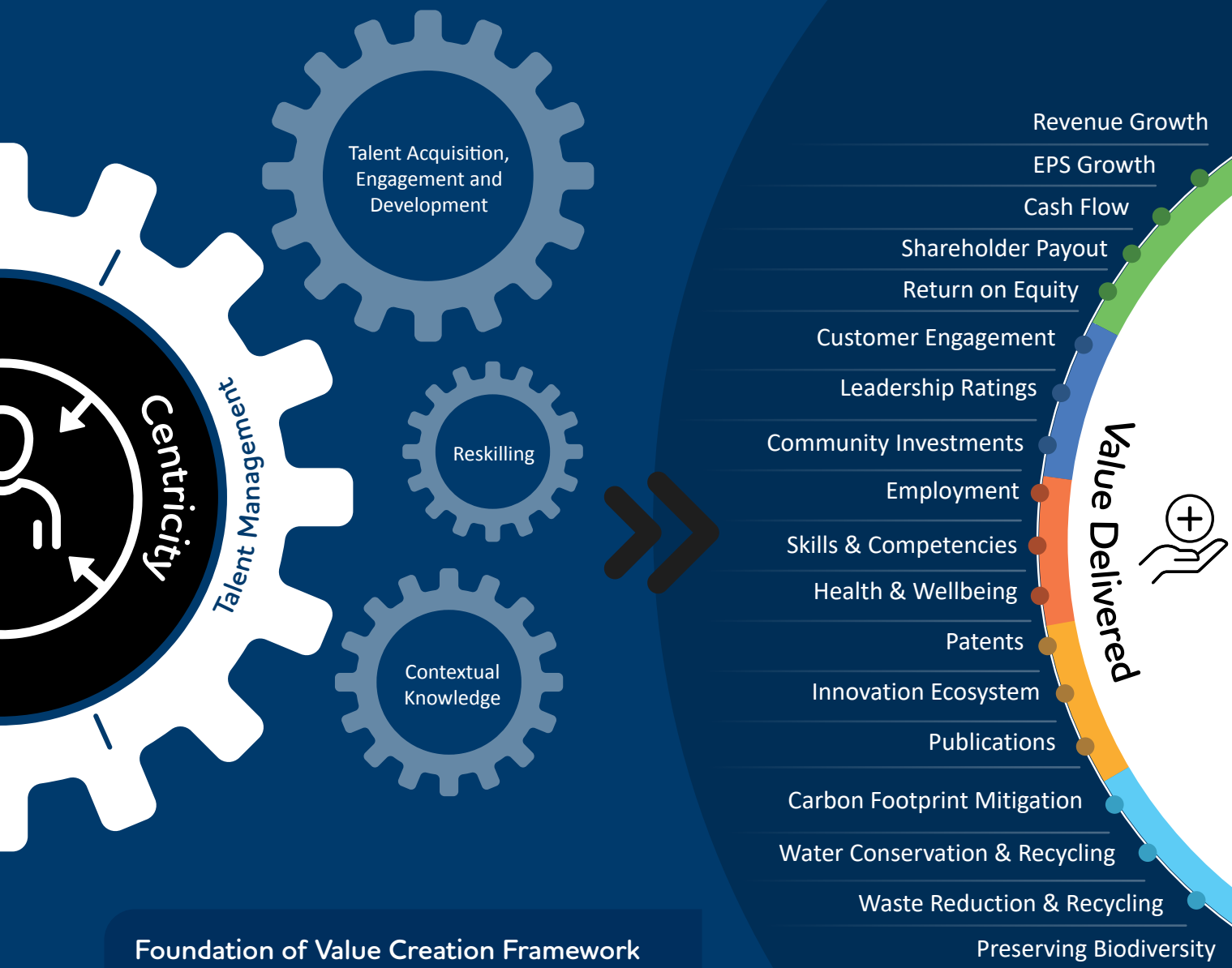
CIO 100 Symposium & Awards
#1 in IT Innovation for Mitigating Cyber Threats



TCS Integrated Business Model



Value Creation using the Five Capitals



Foundation of Value Creation Framework

- Strategy for Sustainable Growth | Pg 42
- Enterprise Risk Management | Pg 50

Financial Capital

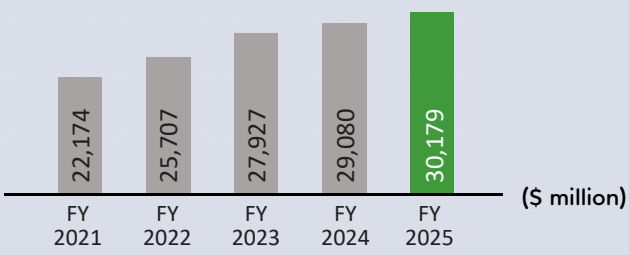
TCS' success is a testament to its robust business model and its ability to perpetually adapt in a constantly changing technology environment, ensuring it remains relevant to customers while delivering value to all stakeholders.

Key outcomes include:

- Focus on operational excellence and cost optimization, resulting in strong operating margins
- Superior profitability, providing the financial strength to invest in new capabilities, Research & Innovation, navigating economic downturns and changing technology waves
- Prudent use of working capital and cash flow management, resulting in robust cash conversion and increased invested funds
- A strong balance sheet with zero debt, further strengthening return ratios
- Consistently high shareholder returns

Revenue Trend

CAGR 6.5%

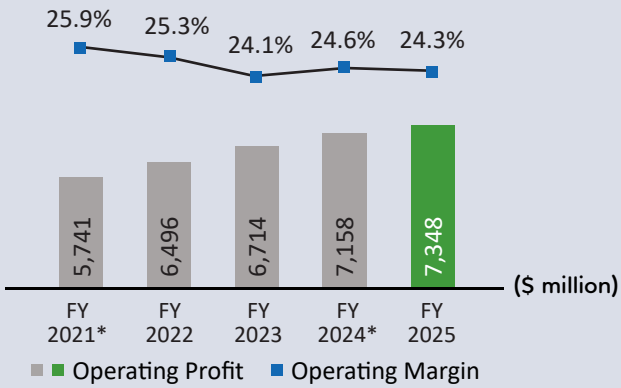


In FY 2025, TCS achieved a year-over-year revenue growth of 3.8%, demonstrating a resilient business performance in this uncertain environment.

On a constant currency basis, revenue grew by 4.2%, outpacing the growth in FY 2024.

Over the past five financial years, the company recorded a compound annual growth rate (CAGR) of 6.5%, highlighting the resilience and scalability of its business model.

Operating Profit Trend



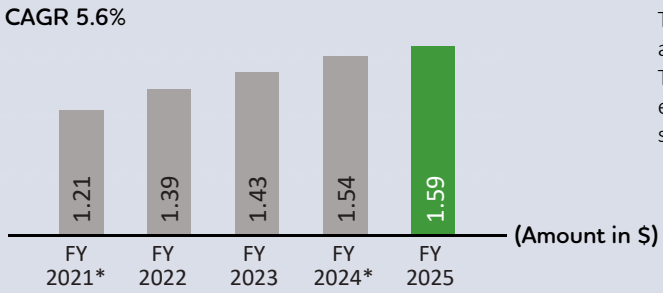
In FY 2025, TCS reported an operating margin of 24.3%, a marginal decline of 30 basis points compared to FY 2024.

This moderation was primarily attributable to the impact of annual wage hikes, associates promotions, and strategic investments in infrastructure and capability development.

These cost pressures were partially offset by improvements in workforce utilization, productivity, and realization, along with favourable currency movements.

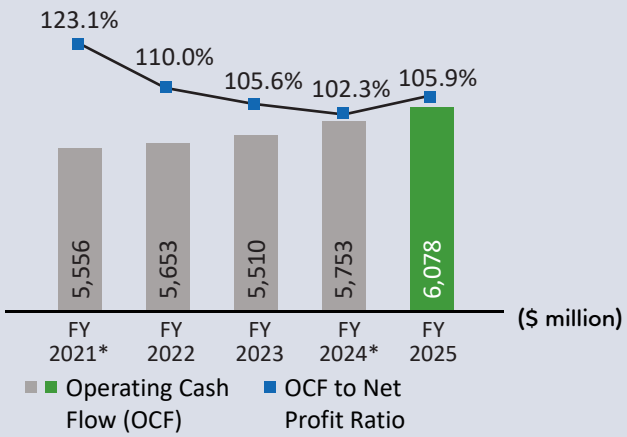
*Excludes provision (in FY 2021) and settlement (in FY 2024) of legal claim

Earnings Per Share



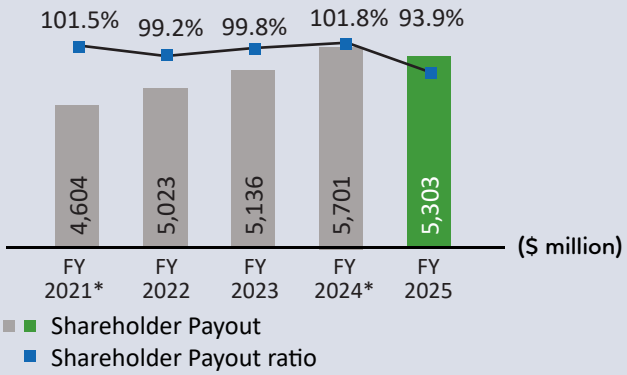
TCS has consistently grown its Earnings Per Share (EPS), achieving a CAGR of 5.6% over the past five financial years. This steady increase highlights the company's growing earnings and its commitment to delivering long-term value to shareholders.

Operating Cash Flow and Cash Conversion



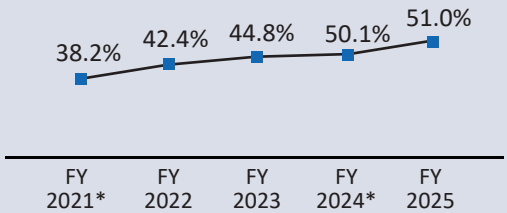
TCS maintained an excellent cash conversion ratio exceeding 100%, highlighting its robust financial health and strong ability to generate cash from operations. This efficiency in translating profits to cash flows, enables TCS to meet financial obligations and fund growth initiatives without relying on external financing.

Shareholder Payouts



TCS has a practice of returning substantial free cash flow to shareholders and based on the company's performance, the Board of Directors have declared three interim dividends of $0.12 each, a special dividend of $0.77, and recommended a final dividend of $0.35 (pending shareholders' approval at this AGM), for a total dividend of $1.48 per share for FY 2025. TCS has consistently declared dividend every quarter since its listing, complemented by three bonus issues and five buyback offers.

Return on Equity



TCS' high and improving Return on Equity, reflects the company's ability to generate strong profitability and manage resources efficiently. This highlights the company's financial discipline and operational rigor, as well as its judicious use of shareholder capital.

*Excludes provision (in FY 2021) and settlement (in FY 2024) of legal claim

Human Capital

Best in Class Talent Management

607,979
Employees

152
Nationalities

13.3%
LTM attrition in IT services

Workforce
Globally distributed, highly localized

Talent Acquisition

Fresher Hiring
42,000
freshers

Strategic Leadership Program
Focused hiring from top B-schools

Gamified Hiring – TCS CodeVita™
537,000+
registrations
Participation from 100 countries

Academic Alliances
60+
Leadership visits

46,000+
Students engaged

1,300+
Academicians

Engagement with Purpose

Build My Career
12,200
certified mentors

Know My TCS
400,000+
employees who participated in Leader Connect Events

Life long learning
56 Million+
learning hours



Living My Values
410,000+
Employee participation in Values sessions and Values Integrated Events

Health and Wellbeing
116 Million+
distance clocked by **303,000** active associates

150,000+
hours clocked by **125,000** employees practicing Yoga

25,000+
employees benefited from TCS Cares sessions

Talent Development

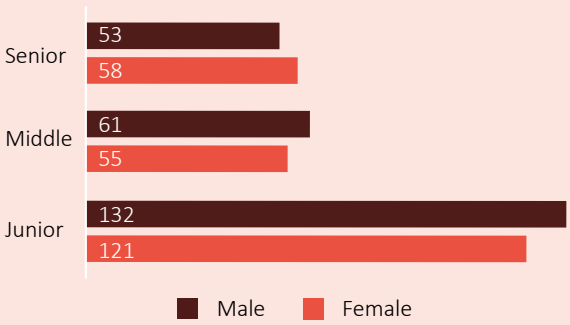
In FY 2025, Talent Development embarked on a transformative journey, launching several key initiatives that revolutionized learning in TCS. This year marked a significant milestone as the company embraced AI/GenAI-first methodologies and fostered competency building in disruptive technologies.

Substantial investments were made to empower associates to experiment with AI, driving unparalleled value for customers and positioning TCS at the forefront of innovation.

5.2 million
Competencies acquired

100,000+
External certifications acquired

Average Learning Hours per employee **96.4**

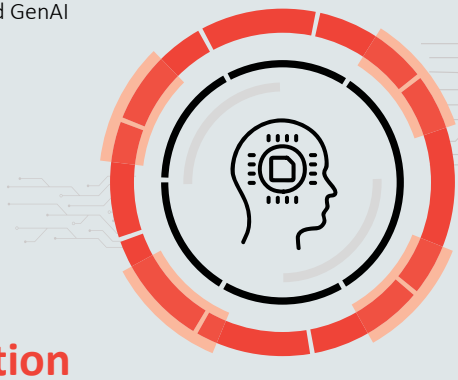


Skilling for AI

100,000+
acquired higher order skills in AI/ML and GenAI

TCS Elevate

402,000+
pursued learning linked to career growth



Certifications
Recognized as
#1 in AI & Data certification
across AWS, Google cloud, Microsoft, and GitHub

Skilling with AI

- AI Interview Coach
- GenAI content creation of course modules and assessment questions
- Simulation-based training, employees practicing on realistic business scenarios
- AI Communications Coach
- Fresco Play AI Labs for hands-on exploration

Intellectual Capital

Highlights

6,000+
Researchers and Innovators

4,820 / 8,816
Patents Granted / Filed (cumulative)

239
Top Tier Publications

40+
Research and Innovation centers

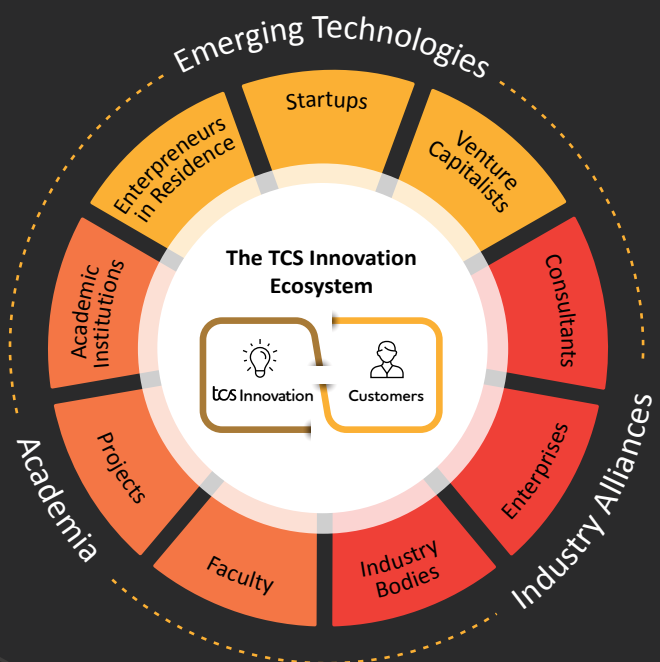
51
Academic Partners

7 Pace Ports Co-Innovation Hubs
New York, Amsterdam, Toronto, Pittsburgh, Tokyo, London, Paris

5 Pace Studios
Riyadh, Letterkenny, Sydney, Stockholm, Manila

3,000+
Start-up Partners

Innovation at Speed and Scale
TCS Innovation ecosystem leverages its capabilities to create significant impacts for organizations, businesses, and society. By harnessing collective intelligence, TCS brings together a diverse ecosystem of partners, including start-ups, developers, design thinkers, and academia, to help enterprises' refine their innovation strategies.



Inventing for Impact

TCS' researchers apply scientific rigor and a collaborative mindset to solve pressing problems faced by industry and society. TCS aspires to transform the world by powering innovation and building greater futures.

Purposeful AI
Today's AI models can be made purposeful by infusing human ingenuity and contextual knowledge. TCS' inventions systematically integrate predictive intelligence, contextualized decision-making, and humanized semantic interactions in enterprise AI applications.

Computing Futures
Efficient computing systems will be the backbone for businesses in the future. TCS invents high performance, fault-tolerant, and energy-efficient computing systems to meet the growing demands of AI and physics-based systems.

Digital Sciences
Digital sciences will transform materials, manufacturing, biology, and human behavior. TCS invents at the intersections of computing and sciences to explore newer approaches to science.

Sustainable Futures
Sustainable futures will be built by inventing for people and the planet. TCS applies computing to advance energy transition, circularity, environment, social and corporate governance, and sustainable development.

40+ years of research and innovation

1981

Tata Research Development and Design Centre (TRDDC), the nation's first software research center, established in Pune, India

1990

Advancing enterprise software development through Model Driven Engineering (MDE). TCS Quartz™ launched

1999

Enabling forward and reverse engineering of software – TCS MasterCraft™

2001

Making millions functionally literate in 50 hours - Launch of Computer based functional literacy

2004

Creating the most cost -effective water purification solution in the world - TCS Sujal

2006

Laying the seeds for Open Innovation - TCS COIN™

2006

Pioneering Data Privacy Research

2008

Transforming IT Infrastructure with AI - TCS eTransform

2009

Digitizing the agriculture sector - TCS mKrishi

2011

Reimagining Caregiving in Singapore - The Shine Seniors project

2011

Transforming learning ecosystems - TCS iON launched

2012

Guinness World Record-winning Global Programming Contest - TCS CodeVita™

2015

Digitalizing clinical trials - TCS ADD™ launched

2015

Reimagining IT operations with ignio™

2016

Advancing Microbiome Research for Pre-term birth and Colorectal cancer

2016

Powering Retail with AI - TCS Optumera™ and TCS OmniStore™ launched

2018

Accelerating Innovation globally with the Launch of TCS Pace™

2019

Revolutionizing Sustainability with TCS Clever Energy™

2021

Launching TCS TwinX™ and TCS InTwin™ for a simulable enterprise

2024

Elevating Excellence in IP Creation. 23 IP creation awards in 5 years

Social Capital

Building trust across stakeholders

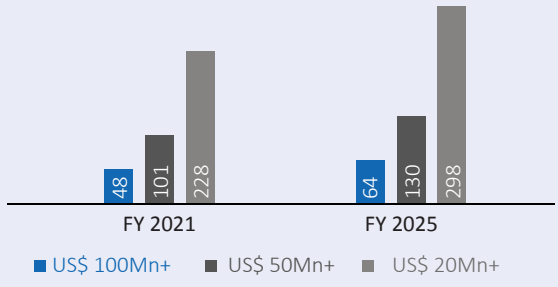
TCS aims to build stronger bonds with stakeholders, creating value and fostering sustainable relationships with customers, suppliers, communities, partners, analysts, and investors through meaningful change.

Customers

Customer-centricity is at the core of TCS' business strategy, driving the company to deliver exceptional outcomes and build strong, lasting relationships. TCS has consistently demonstrated its reliability as a trusted partner for global corporations, providing advanced technology solutions that address complex challenges.

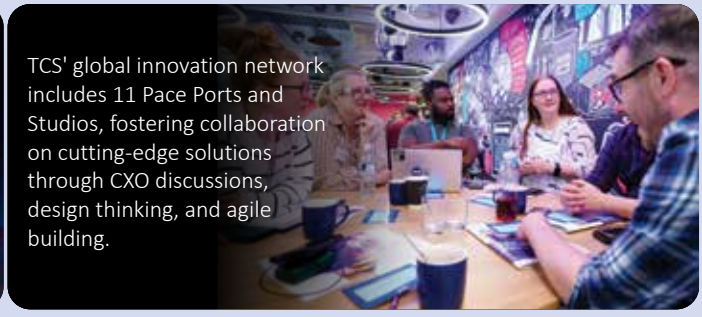
The company's commitment to innovation is further reinforced by its leadership in ever-evolving technology cycles, including AI, data, and cloud. TCS has been ranked **#1 in Europe for customer satisfaction**, by Whitelane Research for the 12th consecutive year.

Large Client Metrics





TCS engages with customers globally through summits, trade shows, and vendor partner events.



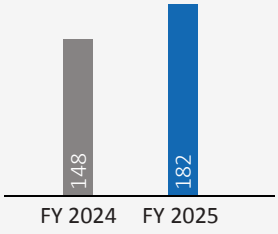
TCS' global innovation network includes 11 Pace Ports and Studios, fostering collaboration on cutting-edge solutions through CXO discussions, design thinking, and agile building.

Suppliers

TCS emphasizes responsible sourcing with transparency, sustainability and ethical practices. All suppliers must adhere to TCS' Supplier Code of Conduct (SCoC), Health, Safety and Environment (HSE) requirements and relevant policies, guiding the company's procurement practices. The responsible sourcing program covers 100% of TCS' suppliers.

Analyst

TCS enhances its analyst relations program through proactive engagement, briefings, and industry evaluations, leveraging insights to strengthen strategic positioning, influence buyer decisions by showcasing capabilities in independent analyst reports. TCS has been ranked as a Leader in analyst competitive surveys across multiple firms covering areas such as AI, GenAI, Analytics, Data and Automation.



Assessment in which TCS was ranked a Leader by Research Firms

Investors

TCS excels in investor outreach with transparency and comprehensive disclosures, effectively communicating strategy, risks, and opportunities.

850 Meetings[1]

300 Hours

Ecosystem Partners and Alliances

TCS builds deep relationships with hyperscalers, ERP vendors, and niche tech specialists, creating a robust network for customer business transformation.

[1]includes multiple investors in group meetings

Community

TCS' Corporate Social Responsibility initiatives towards Education, Livelihood, Employment, and Entrepreneurship have driven social transformation by championing the inclusion of marginalized talent

Education

Ignite My Future - Bringing computational thinking to **266K** students and **5.8K** educators.

goIT - Creating future innovators benefiting **81K** students and **4.2K** educators.



Literacy

Literacy as a Service (LaaS)
412K+ adults enabled with functional, financial & digital literacy and access to government entitlements.



Entrepreneurship

BridgeIT - 1,712 active entrepreneurs in FY 2025 serving digital services to **744K** villagers.



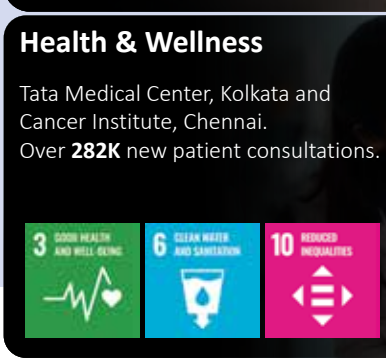
Employment

Youth Employment Program (YEP)
Enabling college to career transition for **1,156** beneficiaries.



Health & Wellness

Tata Medical Center, Kolkata and Cancer Institute, Chennai.
Over **282K** new patient consultations.



Business with Purpose

Engaged over **130** customers resulting in **10** Purpose Partnerships.



$ 142.9 million
Global CSR spend

14.8 million
beneficiaries

146K+ volunteers
8.9 million hours



Natural Capital

The company's environmental stewardship rests on four pillars: carbon footprint mitigation, water conservation and recycling, waste reduction and recycling, and preserving biodiversity.

Energy Management and GHG Emissions Reduction



SBTi Near-Term Targets: TCS commits to reduce absolute scope 1 and 2 GHG emissions 90% by FY 2030 from a FY 2016 base year; TCS also commits to reduce absolute scope 3 emissions 35% by FY 2034 from a FY 2020 base year.

Achievements

Reduced absolute carbon footprint across Scope 1 and Scope 2 by 84% in FY 2025 over a baseline of FY 2016 and 32% reduction in Scope 3 from FY 2020.

71%
% total office space (for India) as per Indian Green Building Council standards

1.59 PUE
weighted average PUE at TCS data centers

79%
Renewable energy as % of total energy consumed

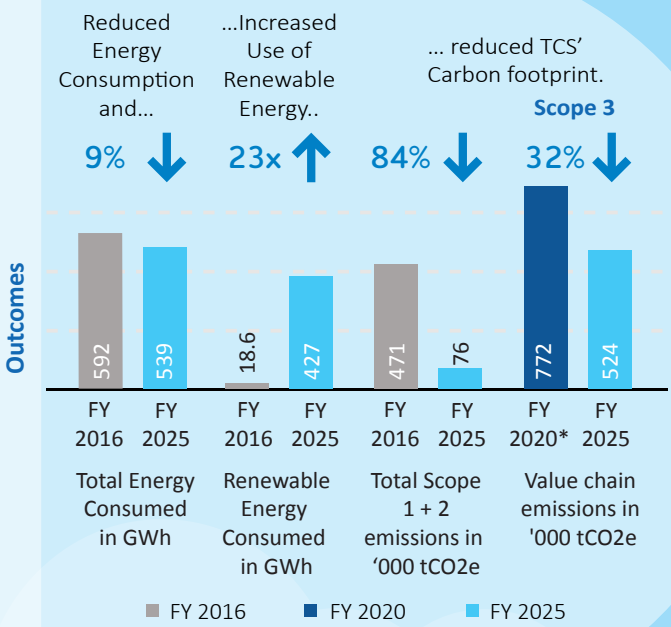
10.2 MWp
Rooftop solar generation capacity across TCS campuses

Initiatives for reduction of Scope 1 and Scope 2 emissions:

- **Energy Efficiency and Optimization**
  - New campuses designed as per green building standard and innovative technology used.
  - Optimize operational energy efficiency with real-time monitoring and controls.
  - Upgrade legacy equipment/utilities.
- **Green IT**
  - Procurement of energy efficient IT equipment.
  - Data center and distributed IT power management.
- **Greater use of Renewable Energy**
  - Maximize roof top solar capacities and RE procurement.

Planned initiatives for reduction of Scope 3 emissions:

- **Employee Commute**
  - Transition to transport fleet of cabs and buses with EV.
  - Employee engagement for use of public transport.
- **Business Travel**
  - Reduce business travel through use of collaborative tools and technology.
  - Invest in sustainable aviation fuel (SAF) as and when these are commercially available.





* Please refer to sustainability disclosures for details of revised Scope 3 emissions for FY 2020 in line with SBTi guidance

Water Conservation

Target:
100% recycling of treated water in TCS' owned campuses.

Initiatives:
Initiatives include conservation, sewage treatment and reuse, rainwater harvesting (RWH) and employee awareness. All new campuses have been designed for higher water efficiency, treatment and recycling of sewage, and rainwater harvesting.

94%
of treated water reused in owned campus

3%
of water sourced from rainwater harvesting

Waste Management

Target:
To achieve Zero Waste to Landfill (ZWL) for all TCS campuses by 2030.

Initiatives: In FY 2025, 8 TCS campuses have achieved ZWL Certification in addition to 1 campus certified in FY 2024.

94%
Food waste treated in biodigesters and organic waste converters in owned campuses.

Biodiversity

Target:
Conservation and enhancement initiatives within TCS campuses.

Initiatives: TCS believes in preserving and enriching the biodiversity within its campuses, various initiatives have helped support

- 590+ species of flora
- 180+ species of fauna



Customer Stories



TCS' AI powered drug design enables pharma's fight against cancer

A renowned pharmaceutical and biotechnology company, has long been at the forefront of developing prescription products for women's health, cardiology, oncology, hematology and ophthalmology.

Pancreatic cancer is the third-leading cause of death in the age groups of 50 - 79 and projected to become the second highest leading cause of cancer deaths by 2030. For novel drug targets, which involves designing new molecules, the availability of target-specific ligand dataset often remains a challenge. The customer partnered with TCS to identify and optimize the lead candidate.

Innovative AI Solutions for Drug Design
TCS has leveraged its expertise in artificial intelligence to develop a de novo drug design pipeline. This innovative solution utilizes multiple proprietary GenAI models, including ligand-based, structure-based, and gene expression profile-based models, to explore the vast chemical space. In addition, TCS developed predictive AI models that can predict and optimize drug-like properties such as ADMET, binding affinity, and various toxicities.

Cutting-Edge Technology for Novel Molecule Design
TCS used proprietary structure-based GenAI and predictive AI tools for novel synthesizable molecules through multi-property optimization, where no prior drug information was available. The model was deployed in customer's AWS environment and trained using NVIDIA T100.

TCS designed over 1,300 novel molecules with multi-property optimization. Through in-silico screening, over 290 molecules out of this set were shortlisted, and after passing several proprietary filters and synthesizability assessments, 12 molecules were selected for in-vitro assessment by the pharma major.

Accelerating Drug Design and Reducing Costs
The TCS-built solution has significantly accelerated the drug design process, generating over 290 novel molecules that satisfy drug-like properties in just two months . The molecules were designed against novel target with no prior data on drugs. This automation has reduced the usual 12-month cycle time by more than 80% and was completed in just eight weeks, optimizing costs and saving valuable expert resources for the customer.

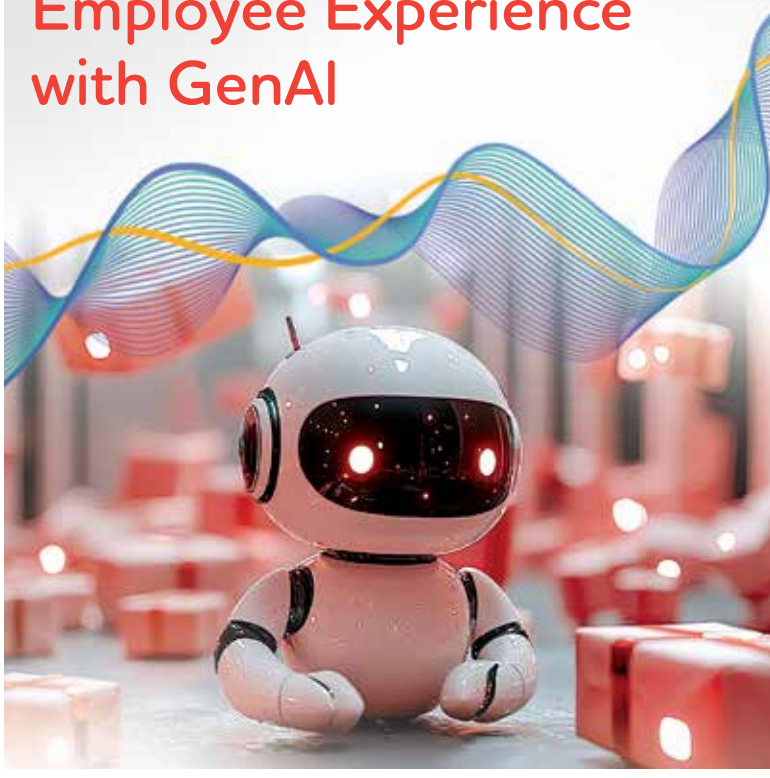
Customer Stories

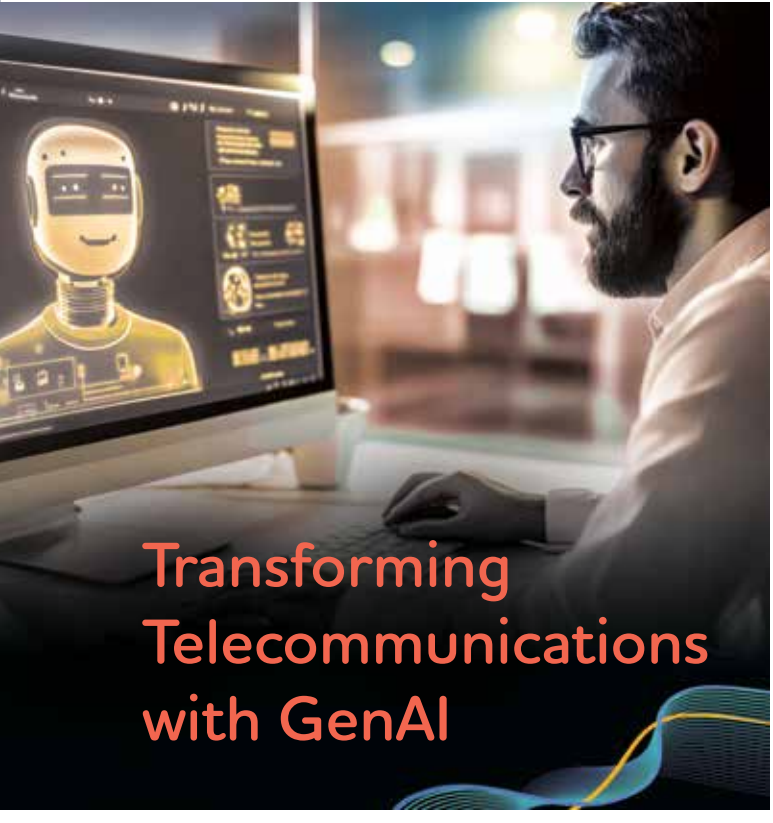
A leading services company collaborated with TCS to revolutionize their employee experience by leveraging AI, setting a new benchmark in innovation and excellence with a first-of-its-kind people strategy.

TCS engineered a transformative platform, GenAI-powered digital concierge, that delivers personalized self-service while functioning as a technology-enabled talent marketplace. This enhances employee experience and connections to maximize employee potential and opportunities within the organization.

This platform, serving over 100,000 global users, seamlessly integrates essential business functions across more than 35 applications, enabling efficient workflows for over 850 scenarios in diverse domains including learning & development, human capital management, finance, procurement, partner affairs, marketing & sales, hoteling, risk management, legal, and IT services. Leveraging data-driven insights, the platform has significantly improved employee engagement, resulting in a 2% increase in employee productivity and generating substantial savings for the organization.

Revolutionizing Employee Experience with GenAI





Transforming Telecommunications with GenAI

Proximus is a leading provider of future-proof connectivity and digital services, operating in both the Benelux region and global markets. TCS partnered with Proximus on their transformation journey of key business and IT functions, delivering tangible outcomes through numerous AI, GenAI interventions.

On business functions, some of the key initiatives include streamlining sales processes from chaotic to a more self-healing one, made possible through identifying key friction points across the customer journey through behavioral analysis. Also, AI was at the core of transforming sales processes, including optimizing sales order process, and driving insights across the order cycle through proactive monitoring.

While transforming the IT side, the focus was to drive efficiency and optimization across software development and operations. TCS helped Proximus embrace GenAI-powered software development, delivering enhanced productivity. Through proactive monitoring of IT operations move more towards predictive maintenance, resulting in enhanced savings across IT operational costs.

These AI-driven initiatives have resulted in real-time personalized promotions, improved customer experience (CX), accelerated product launches, and enhanced developer productivity.

Customer Stories

Digital Transformation of Electoral Roll Management in India



For the **Election Commission of India** – the nation's poll conducting body – elections start with the preparation of electoral rolls.

Electoral rolls are the backbone of the election process. They are comprehensive lists maintained with stringent guidelines to ensure up-to-date information of electors. The Elector registration and form processing has been the core work of election officials across the nation for maximizing the citizen participation in the elections. Preparing electoral rolls is a meticulous process that involves identifying eligible electors, collecting data, verifying and making necessary corrections, and continuously updating the roll—and this must be done for hundreds of thousands of citizens, spread across remote villages, dense urban centers, and everything in between.

The election body collaborated with TCS and developed a flagship web-based application **ERO Net 2.0,** that revolutionized electoral roll management in India. The application managed end-to-end life cycle of electors, and was available nationwide.

ERO Net 2.0 application has a centralized database that serves as the single source of truth for the election body. A standout feature is the executive dashboard, which is updated daily and offers a **360-degree view** of the life cycle of electors.

The application is pivotal for providing electoral information quickly to citizens. Electors can update and search their details using their Electoral Photo Identity Card (EPIC) or personal information. In addition, the voter information slip is generated from the application and handed to the electors by booth-level officers, providing all the necessary details about the elector and their polling station. TCS developed printing tool, has reduced the time to distribute electoral rolls and enhanced security of the electoral rolls data.

The ERO Net 2.0 Suit of applications includes **BLO mobile application** which plays a critical role for all elections in the country. The application has been used to print over 25 crore EPICs and nearly 125 Crore voter information slips. Over 78 crore electors have been verified through house-to-house surveys. The application is making voting more accessible, more secure, and more inclusive for everyone.

As the primary technology partner, TCS helped the election body give a digital makeover to electoral roll management. The application that TCS developed was rolled-out nationwide within 7 months of launch, with complete functionalities and data migration. It allows over 1.05 million nationwide officials to handle elector registrations, updates, and deletions efficiently.

Customer Stories

A journey towards becoming the most trusted advisor



Commonwealth Bank of Australia (CBA), the nation's largest bank, announced the separation of its wealth business, selling off its majority stake to a private equity firm, Kohlberg, Kravis and Roberts (KKR). This marked the beginning of a new era for Colonial First State (CFS), which emerged as a fully independent entity.

CFS had to transition its entire IT estate, including the member-facing FirstChoice platform, to a CFS-controlled environment within an ambitious timeline. Compounding the complexity, many critical applications were owned by CBA, requiring CFS to build systems from scratch. Additionally, seamless management of over 30 vendors was essential to ensure uninterrupted service delivery and uphold the trust built over 30 years. To meet the evolving needs of its almost 1 million customers and advisors, CFS prioritized building a digital-powered, cloud-ready enterprise.

> When we needed to select a partner for our transformation program, we wanted to make sure obviously that we found the right capability. We selected TCS as a strategic partner for its almost perfect alignment to our culture- a culture of owning it, making a difference and being client obsessed.
>
> **Jeroen Buwalda**
> Chief Operating Officer
> Colonial First State

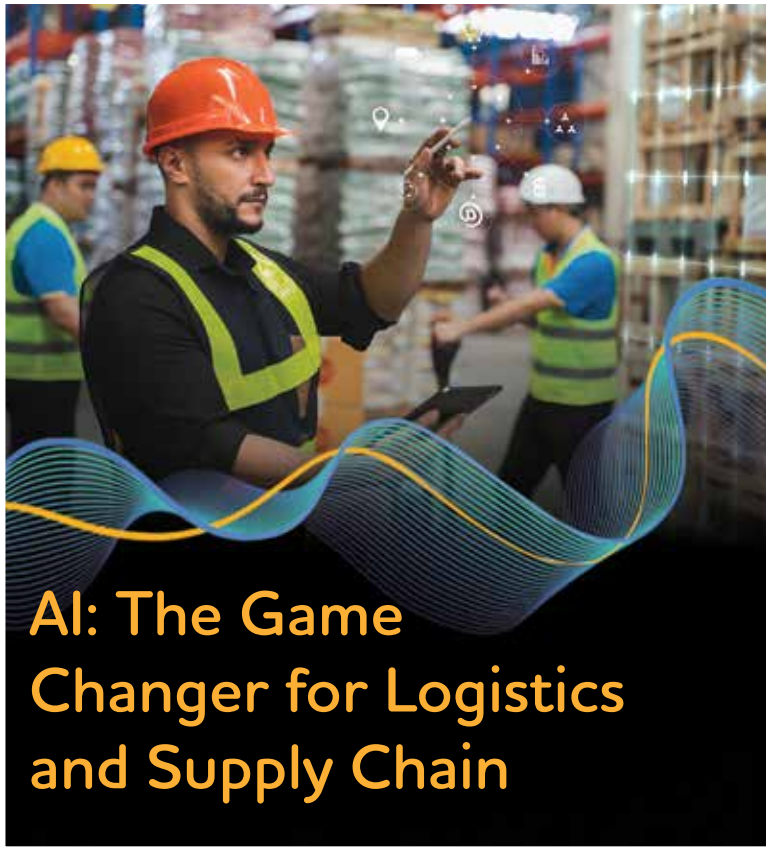
For over a decade, TCS has been a strategic partner to CFS, supporting numerous initiatives. To aid CFS in this transformative journey, TCS leveraged its innovation ecosystem, partnerships, thought leadership and proprietary solutions to craft a comprehensive transition roadmap.

With expertise from its AI.Cloud business unit, TCS built an enterprise-wide AWS Cloud Foundation from the ground-up to host all FirstChoice applications, enabling enhanced digital experiences for its members. TCS also reimagined CFS's Customer Correspondence Management and Document Management System using its IP solutions, ensuring security, reliability, and speed.

Through its global innovation ecosystem, the TCS Co-Innovation Network™ (COIN™), TCS brought together fintech startups, researchers, academics, and corporate experts to collaborate on rapid prototyping and solution development. This collaborative approach delivered significant value to CFS. Additionally, TCS supported CFS in rebranding its website, boosting customer recall and brand equity.

The result is a highly scalable, reliable, and efficient cloud-first platform that is empowering CFS to deliver exceptional advisor and member experiences while accelerating time-to-market. This accelerated transformation has positioned CFS as a leader in the Australian superannuation industry, setting the stage for sustained growth and innovation.

Customer Stories



AI: The Game Changer for Logistics and Supply Chain

A global transportation and logistics leader, serving customers in over 200 countries with services like express delivery, freight forwarding, and logistics solutions, has been facing increasing issues with porch piracy and fraud, leading to customer dissatisfaction. In 2023, the Chamber of Commerce reported approximately 44 million packages lost or stolen, amounting to US$5 billion worth of goods lost.

The logistics provider sought a solution to assess risks and enhance the security of parcel delivery. It leveraged its partnership with TCS to implement an AI-powered solution that used advanced analytics and petabytes of existing data to provide actionable insights i.e. a 'Confidence score' that predicts shipping risks at an address-level and allows shippers to reroute high-risk packages to the logistics provider's stores or access points, preventing loss and theft.

This solution enabled merchants and businesses to make smarter, safer shipping decisions even before labels are printed. Additionally, it opened up a new revenue stream for the logistics provider. The solution has a potential to save US$ 500 million annually in the industry.

Transforming Airline Operations with an AI-equipped, Unified Data Platform



A leading Global Airline had an AI vision – to enable their business users to make intelligent decisions by self-servicing their data needs. However, it's IT landscape had multiple data platforms, impacting the speed of decision making and the time-to-market, not to mention the high maintenance and licensing costs.

The airline turned to its partner of three decades, TCS, to bring all functions under a unified architecture that is easy-to-manage and capable of enabling self-service analytics features. The modernization provided a business glossary for AI to understand and make meaning out of the data, enabling the business users to "talk-to-data" in natural language to derive insights at a faster pace – driving significantly faster decision making with self-service analytics. TCS delivered a highly customized No-Code data platform that replaced proprietary data tools without losing the extensive features, making information readily available and easy to use even by non-technical business users across Marketing, Customer Loyalty, Operations, Engineering, Revenue Management, and other business divisions.

Customer Stories

One step closer to a net-zero grid

National Energy System Operator (NESO) is responsible for ensuring the safe operation of Britain's electricity network by balancing electricity generation and demand in real time.

To enable accelerated connections of the Distributed Energy Resources (DERs) and to fulfil UK's Net-Zero goal, NESO is collaborating with various Distributed Network/System Operators (DNO/DSOs) and Transmission Owners (TOs) for the Regional Development Programme (RDP).

RDPs are delivering economic operational solutions, as an alternative to costly transmission network reinforcement, improving the visibility and control of DERs- thereby allowing DERs to connect quicker and lowering cost to end consumers.

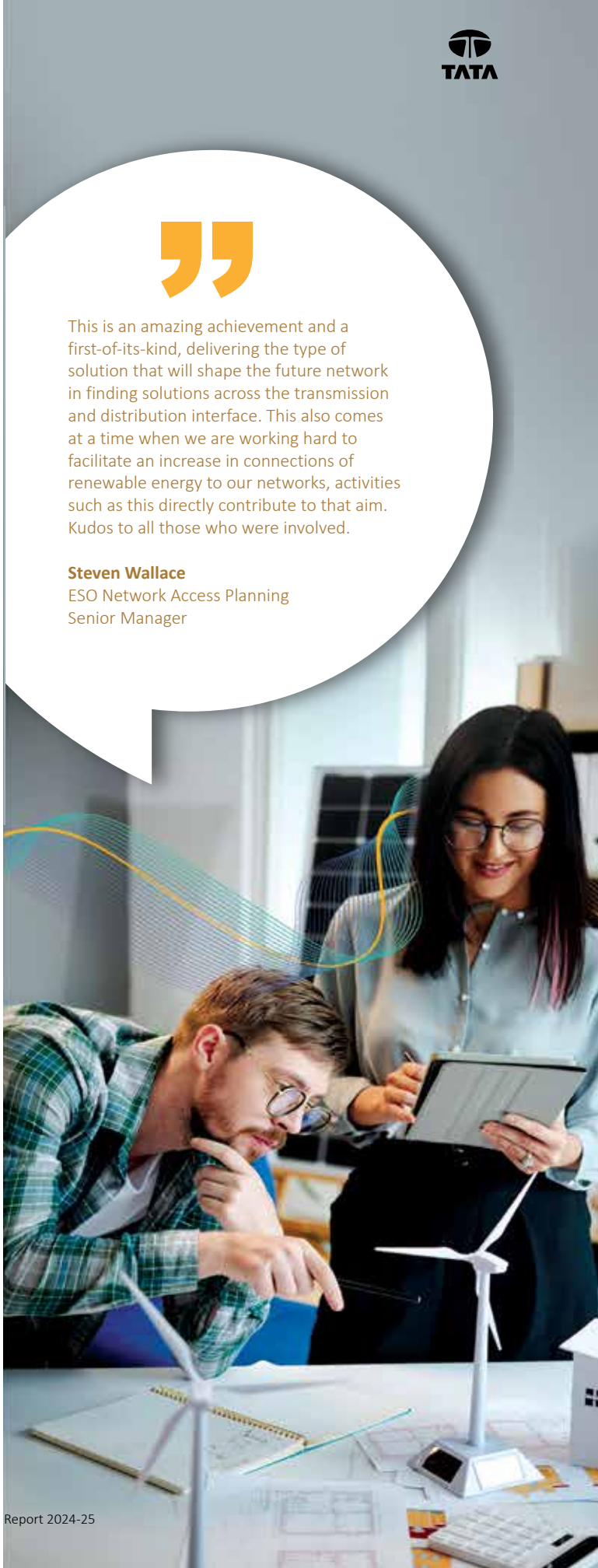
TCS as a long-standing partner of NESO, supported to deliver an innovative commercial service and operational model for RDP MW Dispatch to enhance collaboration among NESO, DNO/DSOs and DERs to improve network constraint management.

By leveraging strong domain expertise and contextual understanding of the customer's priorities, TCS played a significant role to ensure smooth end-to-end delivery of the RDP MW Dispatch- from carrying out feasibility analysis, requirements elicitation, designing, testing, and implementing the solution.

The RDP MW Dispatch service leverages multiple solution platforms for DER registration, contract management, constraints monitoring, scheduling and dispatching of instructions to final settlement.

TCS team collaborated with NESO's business stakeholders, various platform teams, and wider industry stakeholders to implement the service.

The solution enabled NESO to: Drive toward zero-carbon grid; improve network operability and regulatory adherence; improve whole system outcomes; enhance situational awareness and reduce operating and staffing costs. Introduction of the MW Dispatch service is expected to accelerate the connection of over 1.5GW of generation and battery projects by 10-15 years in the South-East England.



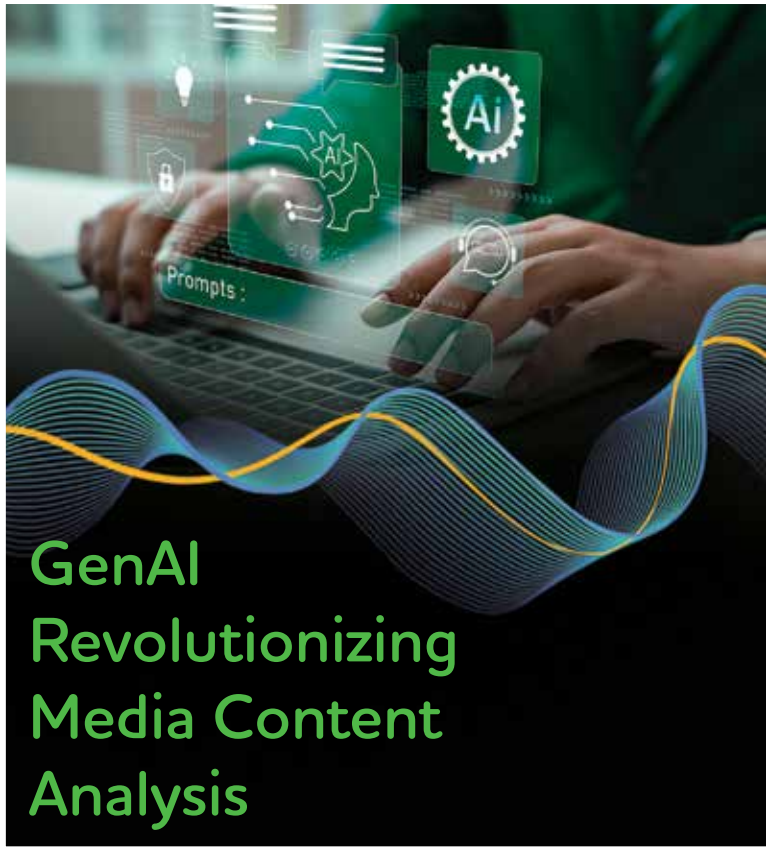
This is an amazing achievement and a first-of-its-kind, delivering the type of solution that will shape the future network in finding solutions across the transmission and distribution interface. This also comes at a time when we are working hard to facilitate an increase in connections of renewable energy to our networks, activities such as this directly contribute to that aim. Kudos to all those who were involved.

Steven Wallace
ESO Network Access Planning
Senior Manager

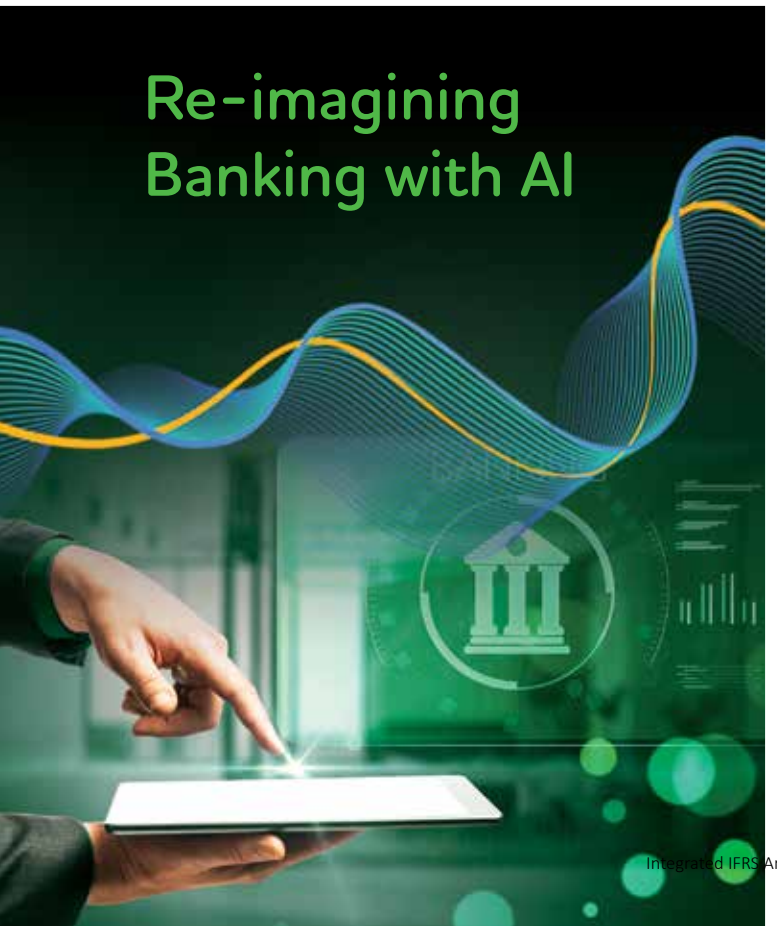
Customer Stories

A leading global technology company partnered with TCS to transform media content analysis using a GenAI-based solution. This innovative approach generates insights from scripts and video content, enabling personalized recommendations and targeted marketing for viewers. TCS helped the customer with an intelligent, scalable content rating system that analyzes sentiment and context, enabling precise content classification to ensure accurate age ratings and regulatory compliance. This resulted into accelerated and seamless content delivery while enriching the digital viewing experience.

The solution reimagined content indexing and searchability through comprehensive scene-level analysis, boosting viewer engagement and interaction. This transformative approach ensured viewer safety and regulatory compliance by detecting violence, substance use, thus facilitating accurate content warnings and age classifications. By leveraging advanced deep learning models, the solution accelerated content approval turnaround times by 40%, improved the consistency and accuracy of script reviews by 60%, reduced legal risks, and optimized operational costs.



GenAI Revolutionizing Media Content Analysis



Re-imagining Banking with AI

One of the largest UK banks, has taken a significant step to scale its AI capabilities to revolutionize financial services with an aim to provide more personalized, efficient and secure banking experience for its customers. The bank has expanded its strategic partnership with TCS to accelerate the adoption of AI in its journey towards a future, where AI is seamlessly integrated into every aspect of the business.

With its extensive AI & Data expertise and its deep contextual knowledge of customer landscape, TCS is partnering with the bank in establishing a GenAI office to drive enterprise-wide AI adoption, following a thorough assessment of bank's business and technology stack to define the architecture and roadmap for GenAI implementation.

This provides an environment for colleagues to self-serve GenAI products and models, enabling development from concept to production, supported by frameworks and guardrails to ensure scalable, safe and cost-efficient development of GenAI products. This would significantly help the bank in scaling GenAI implementation, and also in decentralisation & democratisation of AI across the enterprise. With this strategic move, the bank is expected to realise significant cost savings from operational efficiencies and drive revenue growth through product innovation and customer engagement.

TATA

Customer Stories

Empowering Education: The British Council Business Transformation

The British Council is the UK's international organisation for cultural relations and educational opportunities, with a presence in more than 100 countries, and reaching 600 million people worldwide for building global connections through education, arts, and the English language.

In September 2023, the British Council set out on an ambitious program to transform its Professional Services function by adopting best-in-class processes, harnessing technology, and creating advantage for long term financial sustainability and growth.

The British Council selected TCS as their preferred partner to support Professional Services Transformation. The engagement included back-office transformation, including people, processes, and technology for Finance, Procurement, Human Resources, Service Desk and Digital & Technology domains.

TCS created a strategic and balanced transformation solution to bring efficiency and strengthen operations across 100+ countries. TCS also enhanced customer experience and standardized processes within a few quarters, which was appreciated by the British Council leadership. TCS reduced time for employee onboarding, reduced ageing debts, improved security posture, and optimized costs.

TCS is also enabling the British Council to seamlessly adapt to the changing regulatory and compliance environment for its business operations globally.

> Partnering with TCS has accelerated our transformation, driving efficiency, delivering cost savings and service enhancements, and strengthening our global operations. It is a vital step in driving our strategy forward and building a more agile and sustainable British Council.

Eleanor Hampson
Director of Global Business Services
British Council



Customer Stories



Centralizing Custodial Operations with TCS BaNCS™

UniCredit Global Securities Services is recognized as the best regional sub-custodian in Central and Eastern Europe (CEE) for over two decades. UniCredit has driven this leadership by constantly refining its business model and client experience through technological evolution.

Unicredit's customers avail the full range of post trade services, including custody and clearing of remote members' businesses, FX and cash payments. They selected the TCS BaNCS Global Securities Platform to consolidate their local country IT applications and operations onto a single, integrated platform to standardize securities services across eight countries. The initial objective was to set a strong and sustainable foundation for future growth and expansion while also improving business contingency, risk management, and provide a consistent customer experience.

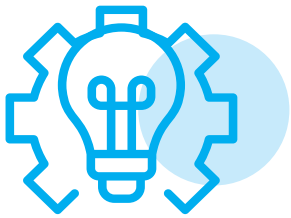
TCS BaNCS Global Securities Platform's comprehensive, componentized ISO 20022 and T2S ready solution covering settlements, safekeeping, corporate actions and clearing and its multi-entity and multi-market capabilities made it the ideal solution for UniCredit's direct access and hub requirement. UniCredit has integrated local, regional and global custody operations onto the common TCS BaNCS platform whose scalable and modern architecture is handling increased transaction volumes while propelling growth in new markets.

The solution has integrated multiple data sources and standardizes outcome distribution across multiple processing environments through standard ISO messages. The alignment to a single integrated platform has transformed the interaction for global clients, with centralized relationship oversight.

Shareholder Connect

The Company is committed to offer shareholder-centric solutions which addresses specific requirements through fostering technology-driven solutions, strengthening shareholder engagement and creating awareness. The dedicated investor services team addresses queries and cultivates a sense of community, ensuring shareholders feel valued and integral to our success. Some of the initiatives towards shareholder connect are enumerated below:

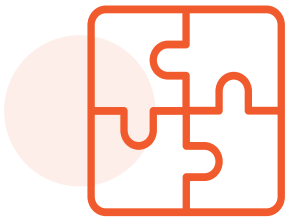
Technology-driven solutions



- The Company has developed eTDS portal to download TDS certificates in a seamless manner. Link to the portal https://on.tcs.com/eTDS-portal
- Web-based query resolution system developed by Registrar and Transfer Agent (RTA):
  - Swayam- A portal to view records, download documents, raise queries, etc. Link to the portal- https://swayam.in.mpms.mufg.com/
  - iDIA- This chatbot provides quick guidance on queries raised or directs shareholders to appropriate channel to resolve their queries. Link to the portal https://in.mpms.mufg.com/

Strengthening shareholder engagement

- Voluntary reminder letters providing details of unclaimed dividends are sent. Details are made available under FAQs on the Company's website at https://on.tcs.com/Investor-FAQs
- For unclaimed dividends, a special cycle of remittance is initiated annually resulting in shareholders receiving their dividend(s) to their updated bank account before they are transfered to Investor Education and Protection Fund (IEPF).
- Annual reminder letters are sent for encouraging shareholders to update their KYC details.
- Integrated Annual Report containing key business updates, financial and non-financial information and other updates for the year is made available on the website of the Company.
- Quarterly financial results are sent to the shareholders whose e-mail IDs are registered.
- Periodic updates through Earnings call, Stock Exchange notifications, Press conferences, Press releases etc. are provided under 'Investors' section on the Company's website.



Creating awareness



- Personalised tax calculations on dividends paid during the year were provided while sending dividend credit intimations to shareholders whose e-mail IDs are registered.
- A note containing process to claim exemption from tax on dividend and relevant provisions is available at https://on.tcs.com/TDS-Calculations
- A chart explaining procedure to claim dividends and shares transferred to the IEPF is available at https://on.tcs.com/IEPF-procedure-for-claiming

IEPF related process:

Dividends remaining unclaimed for seven consecutive years are transferred to IEPF along with the shares. Brief procedure for claiming such dividends and shares from IEPF Authority is as under:

Step-1

Submit self-attested copy of required documents to the Company/RTA to obtain Entitlement Letter

Step-2

Submit web form IEPF 5 on MCA portal www.mca.gov.in

Send self attested copy of web form IEPF 5 along with attachments to the Company/RTA

Step-3

The Company to submit e-verification report to IEPF Authority

Step-4

IEPF Authority to approve the claim or seek clarifications

Detailed procedure is available at https://on.tcs.com/IEPF-procedure-for-claiming

Details of unclaimed dividend(s) due for transfer to IEPF during FY 2026:

Dividend declaration date	Rate of dividend ₹ per share	Last date to claim unpaid dividend
June 15, 2018	29	July 15, 2025
July 10, 2018	4	August 9, 2025
October 11, 2018	4	November 10, 2025
Janurary 10, 2019	4	Februay 9, 2026

Online Dispute Resolution (ODR) Portal:

A common ODR Portal (https://smartodr.in/login) has been established by SEBI to raise disputes arising in the Indian Securities Market. Post exhausting the option to resolve their grievances through RTA or the Company or SCORES platform, the investors can initiate dispute resolution through the ODR Portal. For more details visit: https://on.tcs.com/ODRPortal

KYC update:

Shareholders holding shares in physical mode can update their KYC details i.e. (i) PAN (ii) Contact details (address, mobile no. & e-mail ID) (iii) Specimen Signature (iv) Bank details (Bank & Branch name, account no., MICR and IFSC) with the RTA/ Company.

The relevant forms for registering/updating KYC details are available at https://in.mpms.mufg.com/
(under- Resources > Downloads > KYC)

Key information related to AGM:

S/N	Particulars	Details
1	Date and time of AGM	Thursday, June 19, 2025, at 3:00 p.m. (IST)
2	Record date for Final Dividend	Wednesday, June 4, 2025
3	Date of payment of Final Dividend (if approved at the AGM)	Tuesday, June 24, 2025
4	E-voting start date and time	Sunday, June 15, 2025 from 9:00 a.m. (IST)
5	E-voting end date and time	Wednesday, June 18, 2025 till 5:00 p.m. (IST)

Management Discussion and Analysis



Overview of the Industry

The year 2024 began with signs of improved economic activity across major regions. The world GDP grew at a steady rate of 3.3%[1]. Despite divergent growth patterns across regions and sectors, the global technology landscape demonstrated unexpected stability.

However, in recent weeks, the global outlook has turned negative, as governments worldwide adjust their policy priorities, leading to unprecedented levels of uncertainty. The rapid escalation of trade tensions and extremely high policy uncertainty are anticipated to significantly impact global economic activity. Projections indicate that global growth will decline to 2.8% in 2025 and 3% in 2026[1]. Amid these ongoing macroeconomic challenges, new discretionary projects requiring technology investments will face increased scrutiny and require stronger justifications for return on investment.

In 2025, enterprises will be accelerating adoption of AI into their digital core, to address technical debt and modernize legacy systems. This will require efforts in cloud migration, updating infrastructure frameworks and developing a strong data foundation. Enterprises also face a complex risk landscape with cybersecurity threats and geopolitical tensions, making them prime targets for cybercriminals due to their valuable intellectual property and customer data. Enterprises will continue to strengthen their cybersecurity management processes, leading to continued investments in security consulting services[2].

TCS' Business

An Overview

TCS is an IT services, consulting and business solutions organization partnering with many of the world's largest businesses in their transformational journeys for the last 57 years. With a global presence and deep domain expertise across multiple industry verticals, TCS offers a comprehensive portfolio of services and offerings – grouped under application development and management, digital transformation, AI, data and cloud services, engineering services, cognitive business operations, cyber security, and products & platforms – targeting every C-suite stakeholder.

The Company leverages all these capabilities and deep contextual knowledge of its customers' businesses to create bespoke, high quality, and impactful solutions designed to achieve differentiated business outcomes. These solutions are delivered through its operating model which enables a highly distributed, Location Independent Agile™ delivery.

TCS geographic footprint covers North America, Latin America, the United Kingdom, Continental Europe, Asia Pacific, India and Middle East Africa.

TCS considers industry verticals as its primary go-to-market business segments. The five key vertical clusters are: Banking, Financial Services and Insurance (BFSI), Communication, Media and Technology (CMT), Consumer Business, Life Sciences and Healthcare, Manufacturing and Others such as Energy, Resources and Utilities, Public Services and Products.

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1 World Economic Outlook (Given the complexity and fluidity of the current moment, the outlook presents a "reference forecast" based on information available as of April 4, 2025)

2 Gartner

Strategy for Sustainable Growth

TCS has successfully navigated through multiple technology cycles since its inception, transforming and adapting each time to build relevant new capabilities and helping its clients realize the benefits of that innovative technology. TCS' responsiveness, agility and adaptability to change have been core to its longevity.

Customer-centricity is at the heart of TCS' strategy, organization structure and investment decisions. TCS' customer centric world-view helps spot trends early, embrace business opportunities by making the right investments and mitigating risks while discharging its social and environmental responsibilities. TCS has been broadening and deepening customer relationships by continuously looking for new opportunities and newer areas in their businesses to add value, proactively investing in building capabilities, reskilling its workforce, and launching innovative services, solutions, products, and platforms to address those opportunities.

In the last few years, the Company has been using its investments in research and innovation, emerging technologies, its intellectual property and deep contextual knowledge of the customers' business and technology landscape to proactively pitch ideas and solutions designed to improve the clients' topline and help drive competitive differentiation.

TCS' Strategic Responses to Opportunities and Threats

Opportunity / Threat	Factors causing disruption	TCS Approach	Outcomes
Technology-led disruption	• Cost-effective new and emerging AI models with their innovative capabilities that reduce the amount of programming and related services. • New quantum chips, enabling incredibly fast problem-solving that surpasses classical computing limits, solving complex problems in seconds, effectively "breaking time" and promises advancements in areas like drug discovery, materials science, and AI. • Physical AI signals a future where automation and mobility will converge, opening new opportunities in logistics and urban transport. • AI is transitioning from single-purpose solutions to Agentic AI to solve complex business problems. • Traditional 'Software-as-a-Service' applications evolve into more AI-native solutions, necessitating a re-evaluation of the role of system integrators to transition to a 'Service-as-a-Software' model.	• Enabling growth opportunities through faster creation of new products, services, business models. • Invest in AI/GenAI by establishing Centres of Excellence, developing industry-specific solutions, and pioneering Service-as-a-Software offerings. • Venture into and explore new segments and products such as Digital Public Goods, Autonomous Vehicles, Mobility as a Service, Health and Wellness. • Diversification into emerging technologies like Space Tech, Quantum Computing, Robotics, Physical AI and Biotechnology. • Focus on growth in emerging geographies. • Foster a culture of innovation and build new capabilities on a scale.	• Net new opportunity, driving above industry-average growth rates. • Resilient and future-ready portfolio; less vulnerable to slowdowns. • Early mover advantage can strengthen the TCS brand. • Higher quality revenue, lending margin resilience. • Engagement with a broader set of buyers in the client organization. • Higher visibility within C-Suites.
Macro Factors	• Strategic shifts towards reshoring, evolving semiconductor and electronics manufacturing ecosystems, and heightened sensitivity to currency fluctuations. • Growing momentum behind sovereign digital stacks and sustained public sector investments in both physical and digital infrastructure. • Accelerated focus on energy transition and circular economy, with the technology sector expected to play a pivotal role in advancing sustainability goals.	• Capitalize regional manufacturing growth to strengthen supply chains. • Stronger partnerships with emerging industrial sectors, ensuring business continuity and competitive advantage. • Enhanced role in the digital transformation of nations. • Open new green revenue streams and contribute to global sustainability.	• Strong deal flow resulting in a robust order book that augurs well for visibility in medium to long-term growth. • Market share gains in vendor consolidation led deals.

Opportunity / Threat	Factors causing disruption	TCS Approach	Outcomes
	• Evolving work permit regulations influencing workforce strategy and cross-border talent deployment. • Increasingly stringent data privacy laws are driving the adoption of sovereign cloud solutions, ensuring localized, compliant, and secure data storage.	• Remain a trusted partner for clients in highly regulated industries.	• Efficiency gains help to fund clients' transformation programs in some instances.
Customers	• Business stakeholders driving more spend on technology compared to traditional CIO-led spend.	• Aligning strategies to support evolving customer needs and accelerate value creation. • Deepen understanding of sector-specific needs to remain pivotal in delivering tailored solutions and drive differentiated growth. • Strengthening partnerships with hyperscalers to co-create solutions and deliver unique value to clients. • Harness AI holistically across advising, selling, solutioning, and skilling, to foster innovation and deliver transformative outcomes to clients.	• Higher visibility within C-Suites. • More deeply embedded in the clients' business. • Long-term value creation and stronger win-win partnerships.
Talent	• Need for frequent reskilling and upskilling • Addressing aspirations of GenZ	• Focus on enhancing productivity by empowering talent to drive growth and innovation. • Foster a purpose-driven workforce by aligning the aspirations of younger talent with the organization's vision. • Expand the talent ecosystem by tapping into alternate sources such as gig-based marketplaces and non-IT service sectors to ensure agility and future readiness. • Invest in building a strong pipeline of future-ready leaders to harness various opportunity areas. • Build mixed talent models to unlock multiple growth opportunities and drive sustained success.	• Efficiency gains help to fund clients' transformation programs in some instances. • Helps with talent retention. • Improved employee satisfaction and overall morale. • Agile workforce to deal with sudden changes in demand. • Equipped with a workforce to meet emerging client needs and industry trends.

Opportunity / Threat	Factors causing disruption	TCS Approach	Outcomes
Competition	• New players emerging with innovative solutions	• Rapidly refine the portfolio by optimizing offerings. • Focus on scalable and impactful solutions. • Transition to outcome and value-based engagement models, offering quantified value delivery and risk-adjusted commercial structures to create greater business impact. • Modernize and integrate legacy infrastructure to simplify operations and enable faster turnaround times to enhance agility and operational excellence. • Expand delivery models through AI-led platforms, productized SaaS offerings, and co-innovation partnerships with enterprises.	• Outperformance and differentiated growth compared to peers. • Improved margins due to better pricing models. • Strong growth in SaaS sales. • Platforms drive stickier relationships, with long term revenue visibility.

Technology disruption is blurring traditional industry lines, making cross-industry expertise an imperative. Adaptation is *the* key to survival. TCS has been perpetually adaptive, staying relevant to its customers through various economic and technological cycles. TCS has scaled its capabilities by reskilling talent. The Company's research and innovation team apply scientific rigor and a collaborative mindset to solve pressing problems faced by industries and society.

An ever evolving and changing landscape leads to identifying key growth opportunities. Over time, TCS' strategy has resulted in deep and enduring customer relationships, a vibrant and engaged workforce, industry-leading profitability, a steady expansion of the addressable market, and a proven record of accomplishment in delivering longer term stakeholder value.

Enabling Investments

Talent Management

TCS enjoys a distinct competitive advantage and continued success because of its best-in-class talent practices. TCS fosters a vibrant workplace by promoting passion, lifelong learning, and collaboration. The core values of *Leading Change, Integrity, Respect for Individual, Excellence* and *Learning & Sharing* strongly bind and unify the **607,979** associates representing **152 nationalities** globally.

TCS continues to drive a high-performance culture, recognizing and rewarding potential talent with over **110,000 promotions** in FY 2025. The Company has been acknowledged as a **Global Top Employer** for the 10th consecutive year and has received over 100 awards for its HR practices, further strengthening its brand.

Talent Acquisition

TCS follows an analytics-driven, agile hiring ecosystem which enables global scaling, while maintaining local nuances in building a heterogeneous workforce. TCS is one of the largest job creators in IT services in several major markets and is the preferred employer for both entry-level and lateral hires. In FY 2025, TCS was one of the first IT Services companies to visit campuses for freshers' recruitment, hiring **42,000 freshers** as planned.

Talent Development

TCS is dedicated to fostering growth by creating a future-ready workforce and promoting lifelong learning. Every TCS associate is encouraged to take charge of their learning and career growth. TCS has increased its fulfillment through internal talent pools by re-skilling and ready-to-deploy trainee availability.

GenAI-powered tools like Interview Coach, Coding Tutors, Simulators, Content Creators, and AI communications coach have been rolled out to improve experience and efficiency in Talent Development. Initiatives like Internal Internship and Account Talent Grid driven skilling build talent readiness for critical skills. Multiple new programs were launched to develop specialized capabilities in Large Program management, Consulting, Sales, and GenAI for Design. TCS has been ranked #**1 in AI and Data certification** across major hyperscalers and GitHub.

Competitive Compensation

Compensation levels are merit-based, determined by qualification, experience levels, special skills (if any), and individual performance. Compensation structures are driven by prevailing practices in each

country that TCS operates in. Across the enterprise, remuneration is the same for men and women working full-time, in the same grade, in the same role, and at the same location.

Talent Engagement

The talent engagement strategy of TCS is anchored in **Engagement with Purpose (EWP)** – a model that places the associate at the center of the integrated approach. The focus on associates' health and wellbeing is a key priority, and includes comprehensive physical, financial, emotional, and social support programs, emphasizing hyper-engagement and reinforcing the sense of **#OneTCS**.

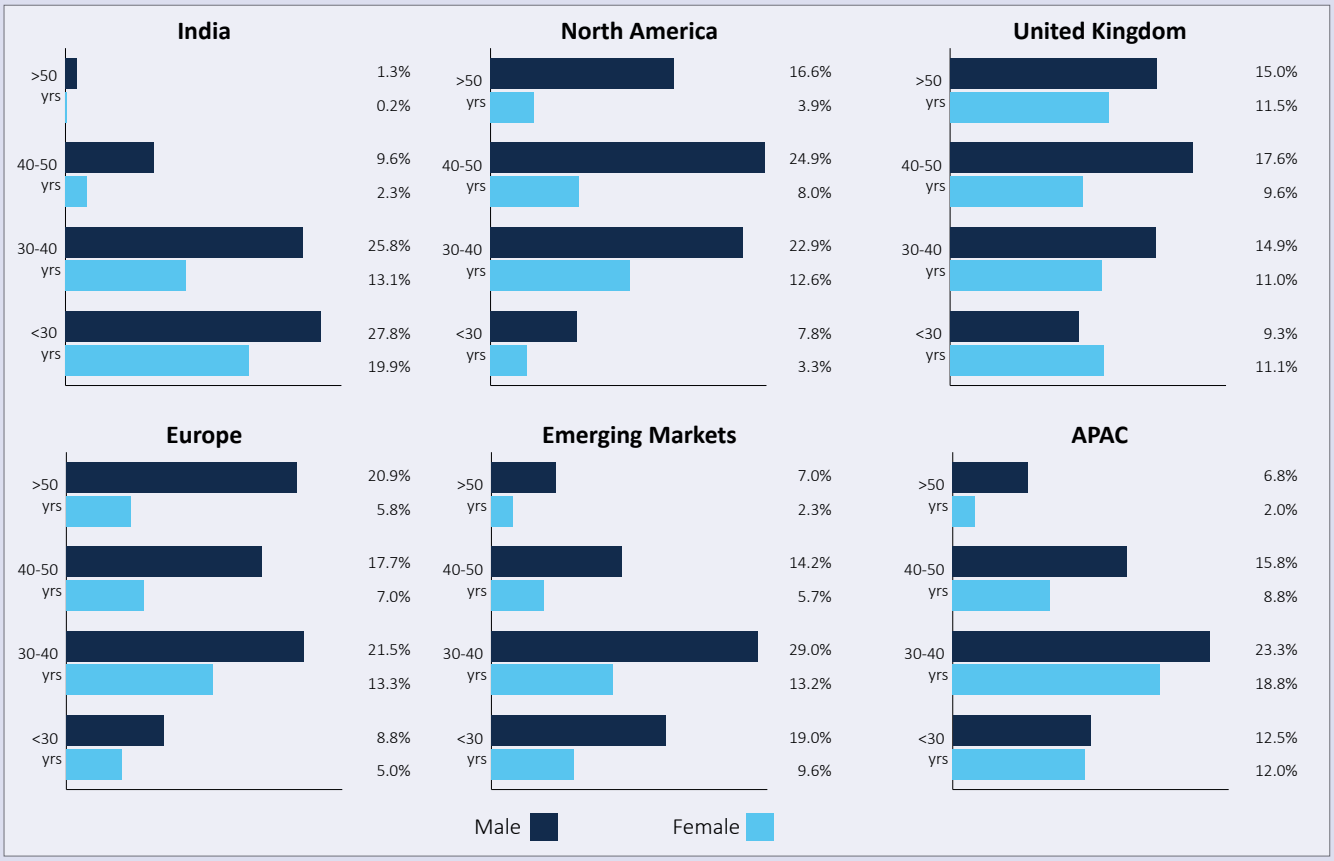
Employee Retention

TCS' values-driven culture, progressive HR policies, and investment in people have fostered a strong sense of belonging. By nurturing leaders from within, TCS has developed a deeply acculturated mid-layer with long tenures, ensuring seamless succession into senior leadership roles. This mid-layer integrates new talent and adds significant value through their contributions and contextual knowledge.

All these efforts have helped the Company to remain a benchmark in talent retention, with IT services' attrition at **13.3%** for FY 2025. At TCS, three months' notice is required from either side for termination.

Equal Opportunity

TCS is dedicated to promoting an inclusive culture within its workforce. As an Equal Opportunity Employer, TCS actively supports the Social Sustainability Pillar of the ESG framework through various initiatives aimed at cultivating a culture of inclusion. This inclusive environment is crucial for driving innovation, fostering creativity, and shaping business strategies. The employee demographics in different regions are shown in the image below:



Research and Innovation

TCS Research and Innovation has been investing into two types of initiatives:

- **Future of Technology Initiatives**, aimed at tracking and developing novel technologies and platforms to accelerate technology adoption. They cover several core IT areas, including sensing, communication, computing, data and knowledge engineering, digital and physical AI, and experiential technologies.
- **Future of Work Initiatives**, aimed at infusing emerging technologies to create new practices for work, focusing on various IT, business, and societal work domains.

Anticipating the rise of quantum sensing, TCS entered a partnership with IIT Bombay to develop India's first Quantum Diamond Microchip Imager, set to revolutionize semiconductor manufacturing. TCS helps clients tackle complex problems with quantum tech and prepare for challenges like quantum-safe cryptography.

More details on TCS R&I investments during the year are available on Page 73 of Board's Report in the section on 'Technology absorption, adoption and innovation'.

Artificial Intelligence and Cloud

TCS is investing extensively in AI to redefine many knowledge work domains, such as software engineering, technology modernization, marketing, energy management, drug discovery, accelerated diagnosis and personalized cure, among others. For physical work domains, such as logistics and warehouse management, TCS is developing versatile, intelligent robots and platforms to orchestrate an ensemble of robots and people.

As AI crosses the enterprise adoption chasm, TCS expects data, models, and agents to become increasingly industry or function-specific. To support this, TCS is making focused investments in several areas:

- **AI-first Software Development, Maintenance and Operations:** A differentiated TCS PoV on enterprise-grade AI-infused SDLC, IT & Business Process Operations, integrated with responsible AI tooling and TCS & partner IP.
- **AI-native Application Modernization:** Combining deep TCS contextual knowledge of legacy application estates and pairing GenAI with TCS MasterCraft™, TCS Crystallus™ and agentic modernization capability in WisdomNext™ to help customers transform their technology estate with AI.
- **AI Reimagined Value Chains powered by Data, Models and Agents:** Numerous packaged use-cases and autonomous agents are already catalogued in TCS' AI platform, WisdomNext™.
- **Partner-led AI Co-innovation:** TCS has set up dedicated geo-spread partner teams to deepen co-innovation with major hyperscalers and other important ecosystem players.
- **Strategic Advisory:** TCS' AI Advisory and Consulting capability blends strategy and scaled execution to help CXOs navigate technology fit, value realization, talent impact and emerging regulation (for example, the EU AI Act).

In recent years, market adoption of Cloud has matured to hybrid multi-cloud configurations, requiring seamless integration with private/on-premise systems, future cloud native architectures, AI thought leadership and synergies across many services to deliver the outcomes for the customers. To capitalize on this growth potential in overall Cloud space, TCS has formed full-stack teams in offerings, engineering, sales, solutions, and platform-based operations.

TCS is also doubling down on its world-class advisory team within the central cloud unit to help customers navigate the complexity and cost dynamics of the ever-changing cloud environment.

To bolster cloud partnerships across hyperscalers and other major cloud players, TCS has established a well-networked geo-spread alliance team to closely nurture partner relationships, foster co-engineering, and develop joint go-to-market strategies with an aim to hold the elite partner positions.

TCS continues to invest in training, certifications, credentials and in building solutions and intellectual property around hybrid multi-cloud services. The Company has also invested in content partnerships and GenAI playgrounds to enable AI literacy and deep skilling of employees.

In view of the increasing number of large enterprise data transformation programs, TCS is strengthening teams across areas such as streaming data, observability, MLOps, and compliance tooling.

Products and Platforms

TCS offers a robust suite of products and platforms that drive digital transformation across industries. Its flagship solutions such as ignio™, TCS BaNCS™ and TCS iON™ are designed to enhance agility, efficiency, and customer experience. These solutions leverage cutting-edge technologies including AI, cloud, and analytics to deliver scalable, secure, and future-ready enterprise solutions.

TCS ignio™ introduced Code Accelerator, an advanced GenAI powered tool designed to automate code generation, significantly reducing time to value for customers. It has been deployed across 80% of SaaS customers, boosting productivity by 150%.

TCS BFSI Products and Platforms offers comprehensive solutions for the entire financial services value chain, focusing on Insurance and Capital Markets. As a pioneer in the BPaaS model, TCS delivers end-to-end operations using its software for the Insurance industry. This product is now enhanced with AI and is globally available across TCS' solutions under the 'Serviced by Software' paradigm.

At the heart of this business is TCS BaNCS™, designed to help financial institutions accelerate time-to-market, quickly launch products and improve operational efficiency. The TCS BaNCS Digital Core is complemented by 'Intelligent Experience' solutions, which enhances end-customer experience using innovative technologies for digital engagement; and by TCS Quartz™, which

provides the innovation edge to the Digital Core. TCS Quartz™ launched four new solutions in FY 2025, including Intelligent Insights (GenAI-based reporting), and solutions for emerging trends like Digital Identity, ESG Compliance, and Land Registration.

TCS iON™ assessed more than 64 million candidates and launched 270 Learning programs and 48 assessment products.

TCS ADD™ platform went live for Tata Medical Center ISCALL study for fighting Childhood Acute Lymphoblastic Leukemia in India. The study will be run for 10,000 patients covering over 30 sites.

TCS MasterCraft™ is a suite of GenAI-driven intelligent automation products for development and enterprise modernization of applications and data made significant achievements in FY 2025. The product processed 16 million lines of legacy code for modernization, delivering a productivity improvement of 20-30%; generated 125.5 million lines of new code through Low-Code No-Code, with over 50% productivity gains; processed 2.2 billion records for data privacy and 2.98 billion records for data quality.

Scaling Presence in Growth Markets

Growth markets are characterized by rapidly evolving regulatory landscapes, a burgeoning digital economy, and a pace of technology adoption that often surpasses that of mature markets. TCS stands out in these markets due to its early investments and strong board & C-level relationships, enabling strategic customer engagement, anticipation of industry shifts, and large-scale digital transformation. TCS' capability in delivering large system integration and transformational projects of national importance in India like BSNL, Passport Seva, Election Commission etc. further differentiates the Company.

Growth Markets require agile, cost-effective solutions, tailored for first-time digital adopters. TCS' strategy in these markets is anchored in four key pillars: deepening client relationships, expanding the services portfolio to include new-generation services, leveraging TCS IPs and partnerships, and investing in areas such as energy transition, smart cities, and public services. The Company's unique differentiation lies in its deep client connections, contextual knowledge, domain expertise, and ability to co-innovate with customers through dedicated innovation hubs and research partnerships like TCS GoZero Hub.

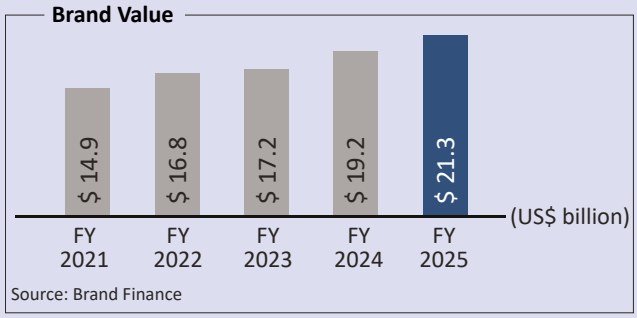
Navigating macroeconomic and geopolitical shifts is integral to TCS' Growth Markets strategy. The Company's localized presence, strong client relationships, and diversified industry exposure allow it to mitigate risks while capturing new opportunities. This strategic diversity enhances resilience, ensuring that the Company continues to deliver value to its clients, even amid global uncertainties.

Branding

TCS continues to strengthen its brand through strategic investments and global partnerships, anchored by its enduring promise, 'With you for the long run'. To compliment this, the Company recently introduced the 'Perpetually Adaptive Enterprise' narrative, highlighting its long-term vision and commitment to helping clients stay resilient, agile and adaptive in a constantly evolving world.

TCS significantly expanded its brand presence through its premier sports sponsorship portfolio. Last year, TCS partnered with the Sydney Marathon, the first city in the Southern Hemisphere to join the majors circuit and became the official AI and technology partner of the Schneider Electric Marathon de Paris. With 14 major running events worldwide, TCS' running sponsorships collectively generated US$2.25 billion in economic impact for host cities and helped raise over US$279 million for charities. TCS is also the principal partner of Jaguar TCS Racing, leveraging advanced technology to promote sustainable innovation and help accelerate the electrification journey in motorsport. In 2024, Jaguar TCS Racing won the ABB FIA Formula E Teams' World Championship.

These high-impact partnerships boost TCS' global visibility and reinforce the Company's commitment to endurance, progress and shared purpose. In recognition of its sustained investment, TCS was named among the Top 50 global brands across all industries in 2024 by Kantar BrandZ, retained its position as India's #1 brand, and was valued by Brand Finance at US$21.3 billion, making it the second most valuable brand in the global IT services sector. TCS's brand awareness among business executives has reached 95%, reflecting the continued growth and recognition as a global brand.



Together, these brand-building efforts demonstrate TCS' vision and commitment to creating an adaptive, inclusive, and resilient future with clients, communities, and employees.

Financial Performance Overview

The discussions in this section relate to the consolidated, Rupee-denominated financial results pertaining to the year that ended March 31, 2025. The financial statements of Tata Consultancy Services Limited and its subsidiaries (collectively referred to as 'TCS' or 'the Company') are prepared in accordance with the Indian Accounting Standards (referred to as 'Ind AS') prescribed under section 133 of the Companies Act, 2013, read with the Companies (Indian Accounting Standards) Rules, as amended from time to time. Significant accounting policies used in the preparation of the financial statements are disclosed in the notes to the consolidated financial statements.

The following table gives an overview of the consolidated financial results of the Company:

($ Million)

	FY 2025			FY 2024*	
	Amount	% of Revenue	% Growth	Amount	% of Revenue
Revenue from operations	30,179	100.0	3.8	29,080	100.0
Earnings before interest and tax (EBIT) (Before other income)	7,348	24.3	2.7	7,158	24.6
Profit after tax attributable to shareholders of the Company	5,739	19.0	2.1	5,623	19.3
Earnings per share (in $)	1.59		3.2	1.54	

* Excludes settlement of legal claim

Analysis of revenue growth and margin performance

On a reported basis, TCS' revenue grew **3.8%** in FY 2025, compared to 4.1% in the previous year. Despite increased macroeconomic uncertainty, the Company closed the year with a strong and resilient order book. During the year, clients prioritized initiatives around Technology modernization, Cost optimization, Vendor consolidation, Operating model transformation, Risk and Compliance. Ongoing delays and deferrals led to muted revenue growth in FY 2025.

EBIT margins were **24.3%** in FY 2025, compared to 24.6% in the previous year. The 30-basis point decline was influenced by headwinds from merit-based interventions, including annual hikes, promotions, and investments in infrastructure and capability building. However, tailwinds such as improved utilization, productivity, and realization, along with favorable currency movements, contributed positively to the margins.

Average currency exchange rates during FY 2025 for the three major currencies are given below:

Currency	Weightage (%)	FY 2025 (₹)	FY 2024 (₹)	% Change YoY
USD	50.0	84.59	82.83	2.1
GBP	14.7	108.26	104.07	4.0
EUR	10.9	90.81	89.80	1.1

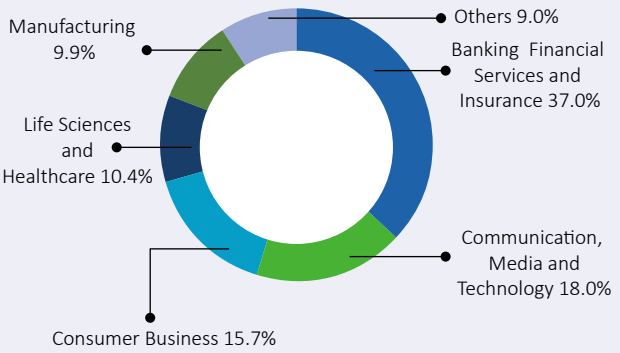
Movements in currency exchange rates through the year resulted in a negative impact of **0.4%** on the reported revenue. The constant currency revenue growth for the year, which is the reported revenue growth stripped of the currency impact, was **4.2%.**

Growth attributable to	FY 2025 (%)	FY 2024 (%)
Business growth	4.2	3.4
Impact of exchange rate	(0.4)	0.7
Total Growth	**3.8**	**4.1**

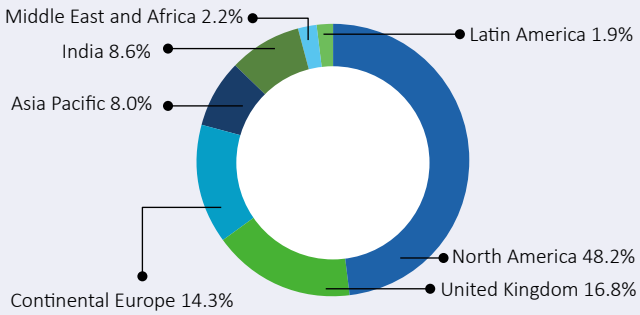
Segmental Performance

TCS has identified business segments('Industry vertical') as reportable segments. The revenue break-up by Industry Vertical and Geography provided below:

Revenue by Industry Vertical



Revenue by Geography



Industry Vertical	Segment Revenue ($ Million)		YoY Revenue Growth %	Segment Margin (%)	
	FY 2025	FY 2024		FY 2025	FY 2024
Banking, Financial Services and Insurance	11,181	10,978	1.8	26.6	25.9
Communication, Media and Technology	5,426	4,755	14.1	20.9	27.7
Consumer Business	4,752	4,751	0.0	27.9	26.1
Life Sciences and Healthcare	3,127	3,229	(3.2)	28.2	28.5
Manufacturing	2,975	2,836	4.9	32.7	30.9
Others	2,718	2,531	7.4	25.2	22.2

Overview of Funds Invested

TCS' investment strategy focuses on selecting a balanced mix of long-term and short-term instruments to seize market opportunities and achieve higher yields. By optimizing working capital, TCS enhances efficiency, resulting in improved overall returns.

($ Million)

	FY 2025	FY 2024
	Total funds invested	
Investments in mutual funds, Government securities and others	3,623	3,806
Deposits with banks	1,501	1,471
Inter-corporate deposits	-	20
Cash and bank balances	402	336
Total	**5,526**	**5,633**

Business Outlook

Global growth is projected to be 2.8% in 2025 and 3.0% in 2026, significantly below the 3.7% average growth rate seen from 2000 to 2019. While global economic activity faces headwinds from geopolitical and policy uncertainties, there are opportunities for resilience and recovery. Clearer trade agreements and improved global cooperation could help regain momentum. However, risks like financial market volatility, demographic shifts, and fiscal constraints persist. Proactive policy responses and innovation-driven growth can help mitigate these pressures.

In this challenging environment, enterprises are expected to go through longer decision cycles and experience increased scrutiny on discretionary spending. Staying close to changing customer needs is essential to understanding both direct and indirect impacts. Businesses must embrace continuous transformation to stay resilient and shifting market dynamics call for the ability to anticipate change, adapt rapidly, and turn potential disruptions into strategic advantages.

Key demand drivers expected to power the Company's growth in FY 2026 include:

- **Technology Modernization and Transformation –** Cloud migration and transformation, data estate modernization, efficiency and resilience through technology upgrades, modernizing legacy systems, ERP/ the digital core, scaling intelligent operations by leveraging IoT, computer vision, robotics to enhance efficiency, and establishing Data & Cybersecurity foundations and Centres of Excellence for evaluating AI & GenAI use cases.
- **Business Transformation –** Customer experience transformation using AI-driven commerce, hyper-personalization, omnichannel strategies, supply chain modernization, data analytics, and hyper-automation to drive business outcomes. Robust data foundations, AI trust frameworks, and AI-enabled cybersecurity will strengthen resilience, while data-driven insights will power innovation across industries.
- **Operating Model Transformation -** Cost optimization, vendor consolidation, AI/GenAI led transformation of IT/business operations for greater resilience and leaner operating models, managed services models and real time operation visibility, risk and compliance initiatives.
- **Tech-enabled Sustainability –** Rising demand for tech-enabled sustainability solutions with emphasis on grid modernization, renewable energy integration, decarbonization, real-time insights driven maintenance & operations, and energy management.

Enterprise Risk Management

TCS understands the importance of effectively managing and mitigating risks to protect the Company's business and its clients and to add value for all its stakeholders. Based on the Risk Management Policy approved by the Board, the Company follows a comprehensive enterprise risk management framework (based on best practices from COSO 2017 and ISO 31000:2018) that encompasses risk identification, risk assessment, risk response planning and actions, risk monitoring and overall risk governance. TCS fosters a risk-aware culture, empowering leaders to take intelligent risks to maximize value. Regular risk reviews, assessments, and scenario planning help anticipate challenges and develop mitigation plans. Key risk indicators and control indicators are used to assess risks, provide early warnings, and consider effectiveness of the mitigation actions, respectively. TCS engages with all stakeholders, including customers, employees, suppliers, partners and regulatory authorities, to ensure transparent and collaborative risk management practices. The focus remains on driving sustainable growth, fostering innovation, delivering value to its clients, employees, and shareholders, being resilient and enhancing its reputation.

TCS takes a holistic view of its enterprise risk profile, covering strategic, operational, compliance, financial and catastrophic risks, thus enabling informed decision-making. Risks are assessed and managed at various levels with a top-down and bottom-up approach across the enterprise, business units, geographies, corporate functions, customer relationships and individual projects.

By proactively managing and mitigating these risks, TCS aims to ensure the long-term sustainability and success of the Company. TCS is confident that its robust risk management initiatives, coupled with its commitment to innovation and excellence, will enable the Company to navigate the challenges of the IT industry and global environment, and capitalize on the opportunities that lie ahead.

While the Company tracks various risks to the business, listed below are some of the key risks (R) and opportunities (O), anticipated impact on the Company and mitigation strategies.

Volatile global, political and economic environment (R)

Impact On FC HC SC

Financial implications of R/O (−)

Risk:
The volatility of geo-political events and macroeconomic changes, like wars, adverse trade policies and continuing high inflation in major economies can impact client spending and also squeeze liquidity. TCS' clients' business outlook could be affected and in turn result in demand uncertainty for TCS' services, and an increase in TCS' cost of doing business. Risks to service delivery, business continuity, cybersecurity, sanctions compliance and human rights in geo-politically sensitive zones may increase costs and impact revenue growth.

Mitigation:
Broad-based business mix with diversified focus across geographies and industry verticals and targeting CXO business in addition to CIOs aid in balancing the risk impact. Active monitoring of the changing geo-political landscape, ensuring business continuity plans and strengthening internal controls against secondary risks continue.

Restrictions on global mobility, location strategies (R)

Impact On HC IC

Financial implications of R/O (−)

Risk:
The global delivery model requires the mobility of the Company's skilled professionals across the globe, and any regulatory restrictions in key markets can pose a threat. This may also have an impact on the cost of doing business and client project delays.

Mitigation:
Promoting usage of Location Independent Agile™ model with increased collaboration, material reduction in dependency on work visas through increased hiring of local talent and promoting local talent building in STEM areas helps to minimize this risk.

Ability to attract and retain top talent; short supply of emerging technical skills (R)

Impact On HC IC

Financial implications of R/O (−)

Risk:
In a knowledge industry, growth is dependent on the ability to attract, develop, inspire, and retain talent. New emerging technology areas also require niche skill sets, and talent scarcity in the industry may result in attrition in these areas.

Mitigation:
Huge investments in talent development with the focus of re-skilling programs to adapt to new and emerging technologies have been made and which will continue at a rapid pace. Expanding business delivery centres to tier-2/tier-3 cities in India to enable leveraging local talent supply and diversification also aids in addressing the talent risk. Investments are also made in branding, STEM/goIT programs and campus engagements in global markets, to improve local hiring and retention.

Business model changes in customer environment (R & O)

Impact On FC IC

Financial implications of R/O (−) (+)

Risk:
With new consumer patterns/behaviour unfolding, industries are evolving their business models. Some customers and segments may see restructuring initiatives, to adapt to newer markets, competition, mergers/acquisition, regulatory drivers and enhance efficiencies to create new business opportunities. This may result in an impact on the current services being provided.

Mitigation:
Scanning future industry outlook for both business & technology for trends, capabilities & solutions, and providing pro-active, agile responses to drive transformation for the customer using differentiated offerings.

Opportunity:
Technology enabled business model innovation for clients, driving value for clients in their business transformation journey.

FC Financial Capital, HC Human Capital, IC Intellectual Capital, SC Social Capital, NC Natural Capital

(+) Positive Financial Implication, (−) Negative Financial Implication

Currency volatility (R)

Impact On FC

Financial implications of R/O + −

Risk:
Volatility in TCS' functional currency (INR) against major currencies may cause fluctuation in the reported revenue, profitability/margins, which may impact stakeholder perceptions of the underlying business momentum and profitability.

Mitigation:
To limit the impact of short-term exchange volatility, the currency hedging policy aligned with best practices is in place. Hedging strategies are guided and monitored by the Risk Management Committee of the Board. Management commentary is based on constant currency for better stakeholder understanding of business performance.

Cyber Attacks (R & O)

Impact On FC IC SC

Financial implications of R/O + −

Risk:
Risks of cyber-attacks are on a constant rise and evolving quickly with far-reaching consequences. Attacks may emerge due to geo-political events, pandemic themed cyber threats etc. Security breaches could result in reputational damage, penalties, and legal and financial liabilities along with impact on business operations.

Mitigation:
Investments in state-of-the-art security operations centre with automated playbooks; continued reinforcement of stringent security policies, procedures and controls (ISO 27001 certified), enterprise-wide training/awareness programs and communication with internal and external audits. Use of advanced AI/ML based tools to detect and prevent incursions with advanced quarantine capabilities, including perimeter security controls with enhanced internal vulnerability detection, data leak prevention tools, incident management and recovery process, red/purple teaming, "breach and attack" simulations in compliance with industry best practices are implemented. Close collaboration with Computer Emergency Response Team (CERT) and other private cyber intelligence agencies help to stay ahead of the curve.

Opportunity:
It is imperative for all enterprises to create robust and proactive cyber resilience strategies to address increasing threats. This presents opportunities for TCS to modernize security operations, transform and uplift cyber defense & cyber offense, invest in GenAI and Cloud security offerings and de-risk future quantum computer-based attacks for its customers.

Data protection and privacy compliance (R & O)

Impact On FC IC SC

Financial implications of R/O + −

Risk:
TCS' global nature of operations requires it to be compliant with various privacy legislations like GDPR, DPDPA etc. carrying severe consequences for violations and data breaches. Privacy risks have increased with AI adoption getting democratized with the latest tools. Any violations or data breaches can have an impact on the Company's business operations and its brand with material liabilities.

Mitigation:
The global privacy policy supported by the Privacy governance framework PriVACE, organization structure with a Global Privacy Office and Geography level DPOs, embedding 'Privacy by design' in TCS' solution/service delivery, risk based due diligence on third parties, data protection controls and audits across all its areas of operation ensure the risk is minimized.

Keeping up to date with regulatory changes, training and awareness for all stakeholders and strong governance at regional and enterprise level has continuous focus.

Opportunity:
Enterprises, increasing their investments in enhancing Data Privacy, opens a fast-growing business opportunity for TCS.

Non-compliance with complex and changing global regulations (R & O)

Impact On FC SC

Financial implications of R/O + −

Risk:
TCS' global nature of operations requires it to comply with ever-evolving, complex regulatory requirements across multiple jurisdictions & compliance areas. Failure to comply can result in penalties, reputational damage, and criminal prosecution.

Mitigation:
A centralised program for horizon scanning of all regulatory changes, combined with an enterprise-wide regulatory compliance framework for adoption into policies, processes and controls ensure compliance with all regulatory obligations. Continued focus on fostering an ethical and compliance culture, with governance at board, executive and management levels through quarterly declarations, risk assessments and audits enable the Company to stay compliant in an ever-changing environment.

Opportunity:
Enterprises need to invest in compliance programs to keep up with evolving regulations in their sector or geography. TCS provides Governance, Risk and Compliance (GRC) services and offerings to enterprises in various industry compliance domains, especially regulated industries.

Intellectual Property (IP) infringement and leakage (R)

Impact On FC IC SC

Financial implications of R/O –

Risk:
Risk of infringement of IP of customers, suppliers, partners and alliance organizations by TCS associates may lead to potential liabilities, increased litigation and reputation impact.

Also, inadequate protection of TCS' IP may lead to potential loss of ownership rights, revenue and value.

Mitigation:
An industry leading IP Management Framework with processes, contractual and operational controls and tools to prevent and detect risks of IP infringement has been established, with a well-defined (software) asset lifecycle governance framework ensuring that TCS products are safe to create, safe to protect and safe to use. Employee level key controls include employee confidentiality agreement, training and awareness for IP protection and prevention of IP contamination and infringement.

Sustainability Risks – Climate change and Environmental aspects (R & O)

Impact On FC NC SC

Financial implications of R/O + –

Risk:
With globally distributed operations, the Company faces physical risks to life and property due to extreme weather events; transition risks resulting from disruptions in the market and emerging regulations; disruptions to operations due to water scarcity; risks of inadvertent non-compliance to emerging regulatory requirements, impacting health and safety in local communities and business disruption. All of these could affect TCS' growth, profitability and reputation.

Mitigation:
TCS' Delivery centers are designed to withstand extreme weather events, with Business continuity plans tested periodically to ensure effectiveness. Investments in Green office buildings, green IT, use of renewable energy, reduction in carbon footprint & focus on waste management with circular economy principles are being done.

Water management through upgradation of water infrastructure, controls to minimize freshwater consumption, sewage treatment, recycling of treated water, and rainwater harvesting.

Focus on Supply chain sustainability with responsible sourcing, sustainability assessments, training and awareness for all stakeholders.

Associate engagement on environmental awareness including initiatives like TCS Circle4Life™ are done round the year.

Opportunity:
Growing commitment by enterprises to reduce carbon footprint and regulatory requirements open new opportunities for TCS to provide business led technology solutions. TCS products and solutions such as TCS Clever Energy™, Envirozone™, ESG integration solution help accelerate customers' sustainability journeys.

Litigation risks (R)

Impact On FC SC

Financial implications of R/O –

Risk:
Litigation risks might arise from commercial disputes, alleged violation of IPR, personal data/information breach incidents/ claims and employment related matters. The Company's rising profile and scale also makes it an attractive target for meritless lawsuits. These lead to reputation risk, legal expenses and adverse rulings can result in substantive damage.

Mitigation:
Strong processes, controls and governance for compliance to contractual obligations, information security, IP policy and immigration. Strengthened the team of in-house counsels in all major geographies and a network of reputed global law firms in countries TCS operates. Arbitration has been included as a dispute resolution mechanism as against court trials and waivers of jury trial, particularly in the US Geography.

Disruptive Technologies (R & O)

Impact On FC HC SC IC

Financial implications of R/O + –

Risk:
Technology disruption is happening at an unprecedented pace. Inadequate guardrails and governance to address inherent risks of use of emerging technology can cause significant quality, security, IP and ethical concerns. GenAI technologies could disrupt existing software development methods, causing unrealistic market expectations in the short term, impacting TCS' value proposition.

Mitigation:
Investments in large-scale re-skilling of TCS associates on AI and other new technologies are progressing well. Innovation in frameworks, methods, guardrails to address risks, investments in the required infrastructure and safe environments are being made. Investments in research and capabilities to devise new software development methods leveraging AI are being made. TCS is working with standards and regulatory bodies for safe use of new technology.

Opportunity:
Leveraging new & emerging technology to design technology and industry specific offerings, to reimagine customer experience, improve productivity and bring significant transformation in TCS' customer organizations.

Internal Financial Control Systems and their Adequacy

TCS has aligned its systems of internal financial control in line with the globally accepted risk-based framework issued by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. This framework of internal financial controls meets the requirement of the Companies Act, 2013. The Internal Control – Integrated Framework (the 2013 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. The Company has successfully laid down the framework and ensured its effectiveness.

TCS' internal controls are commensurate with its size and the nature of its operations. These have been designed to provide reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorized use, executing transactions with proper authorization and ensuring compliance with corporate policies. TCS has a well-defined delegation of power with authority limits commensurate with the responsibilities for approving engagements with all stakeholders that commit organizational resources and results in creation of assets and liabilities, income and expenditure. TCS employs an advanced Enterprise Resource Planning (ERP) system that connects all parts of the organization, to record data for accounting, consolidation and management information purposes. It has continued its efforts to align all its processes and controls with global best practices.

TCS management assessed the effectiveness of the Company's internal control over financial reporting [as defined in Regulation 17 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015] as of March 31, 2025.

B S R & Co. LLP, the statutory auditors of TCS, have audited the financial statements included in this Integrated Annual Report and have issued an attestation report on the Company's internal control over financial reporting (as defined in Section 143 of the Companies Act, 2013).

TCS has appointed PricewaterhouseCoopers Services LLP to oversee and carry out an internal audit of its activities. Design and operating effectiveness of process controls on financial transactions is also audited by an independent in-house internal audit team. 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. In line with international practice, the conduct of internal audit is oriented towards the review of internal controls and risks in the Company's operations such as software delivery, accounting and finance, procurement, employee engagement, travel, insurance, IT processes, including the subsidiaries and foreign branches.

TCS also undergoes periodic audit by specialized third party consultants and professionals for business specific compliances such as quality management, service management, information security, etc. The Audit Committee reviews reports submitted by the management and audit reports submitted by internal auditors and statutory auditors. Suggestions for improvement are considered, and the Audit Committee follows corrective action. The Audit Committee also meets TCS' statutory auditors to ascertain, *inter alia*, their views on the adequacy of internal control systems and keeps the Board of Directors informed of its major observations periodically.

Based on its evaluation [as defined in Section 177 of the Companies Act, 2013 and Regulation 18 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015], TCS' Audit Committee noted that, as of March 31, 2025, the Company's internal financial controls were adequate and operating effectively.



Corporate Social Responsibility

Empowering people and communities

Building equitable & inclusive pathways for women, youth & marginalized groups

The world is witnessing unprecedented advancements in technology, transforming the way we live, work, and contribute to society. Breakthroughs in AI, big data, blockchain, and digital connectivity have not only revolutionized industries but also redefined how organizations approach their responsibilities toward society and the environment. These technological breakthroughs are fostering a new paradigm, one where innovation and accountability go hand in hand.

The post-pandemic era has fundamentally reshaped the work environment, ushering in a new age of flexibility, innovation, and employee-centric practices. There is a requisite for businesses to adapt to change with the evident shift being towards more empathetic, responsive, and community-oriented initiatives.

The role of businesses is no longer confined solely to economic value creation. There is a growing expectation for organizations to act as conscientious contributors to the greater social good. The transferal is towards fostering deeper engagement with communities, advocating for environmental stewardship, and promoting digital inclusion.

In this evolving landscape, organizations that thrive will be those that demonstrate resilience, foresight, and a commitment to responsible innovation. Organizations must not only navigate complexity with agility but also champion values that reflect the broader aspirations of society. In doing so, they contribute not just to industry leadership, but to a more sustainable, inclusive, and equitable future.

Tata Consultancy Services (TCS) recognizes that meaningful transformation lies at the intersection of innovation, human ingenuity, and responsible leadership. Guided by this philosophy, the organization actively harnesses emerging technologies and forward-thinking solutions to build a more equitable and inclusive world. TCS' efforts extend beyond business outcomes, encompassing long-term societal impact through scalable, sustainable, and people-centric initiatives.

This commitment is firmly embedded in TCS' vision of empowering individuals and communities to become self-reliant, resilient, and future-ready. By integrating digital innovation with community engagement, TCS facilitates access to opportunities, knowledge, and tools that enhance socio-economic mobility, particularly among women, youth and marginalized groups.

TCS continues to lead with purpose, leveraging technology as a force for good and reinforcing its role as a trusted partner to stakeholders and communities alike.

TCS is playing a key role in empowering people and communities, by connecting them to economic opportunities. Over the past year, TCS' programs and initiatives have created a lasting generational impact by **empowering over 14.75 million people globally,** particularly in areas where the need is high, and resources are the least.

This ensued **upward socio-economic mobility for 1.52 million people,** building equitable and inclusive pathways for **1.27 million women, 3,90,690 youth and 1.08 million people from marginalized groups.** The achievement was made possible by **scaling TCS' high-impact programs across India and 50 countries** worldwide, aligning them against four strategic themes (and 8 focus areas): provide a 21st century education for all (K-12 Education Literacy to Livelihood), help citizens equitably access job opportunities (Employment through Skilling, Digital Entrepreneurship), enable delivery of world class front-line services in poorest districts (Healthcare, Digital



Inclusion), and accelerate the just transition to a green economy (Water, Climate and Sustainability). Through its purpose-driven ecosystem, TCS collaborates with key stakeholders to address the needs of the local communities effectively.

The long-term evolution of responsible AI is dependent on those who shape its future-the next generation of innovators. In FY 2025, TCS' Ignite My Future (IMF) program **empowered 5,857 teachers to inculcate computational thinking** while equipping **2,66,966 students across 6 continents** with foundational skills for the AI era. TCS go Innovate Together (goIT) program now in its 16th year, has inspired **81,374 students across 50 countries** to apply 21st Century Skills and latest technologies like AI, IoT, and App Design to solve real-world problems in their community with **51% of these students being girls** and **79% from underrepresented minorities**.

One of the biggest challenges in India is ensuring access to quality jobs for youth from socio-economically and geographically disadvantaged communities. TCS Youth Employment Program (YEP), now in its 15th year, addresses this challenge by equipping undergraduate students and unemployed graduates from disadvantaged rural communities with marketable skills, industry-relevant credentials, and valuable certifications. In FY 2025, **1,156 students** have gained employment in the information technology sector and other domains through YEP.

Rural communities in India endure innumerable socio-economic challenges and have limited economic opportunities to operate in the digital economy. Launched over a decade ago, TCS BridgeIT program has empowered **1,712** active digital entrepreneurs of which **1,508** are **women entrepreneurs**, gearing up to be catalysts to strengthen the rural economy.

The program bridges the socio-economic divide in marginalized communities of India, focusing on women and youth by creating a network of rural digital entrepreneurs. **Across 4,457 villages in rural India**, these 'digipreneurs' are earning their livelihood while providing much needed **last-mile services to 7,44,697 beneficiaries** annually, such as access to citizen entitlements, banking, financial services, insurance, telehealth, telelaw, logistics, e-commerce and more. In FY 2025, BridgeIT's latest project across Bihar, Jharkhand and Rajasthan onboarded 1,400 women and transformed **1,364 of them as digital entrepreneurs** serving their villages.

For 25 years TCS Literacy as a Service (LaaS) program has addressed the challenge of illiteracy prevalent in India. The program has evolved to adapt to the emerging needs especially for marginalized communities. From functional literacy that included learning basic skills like reading, writing, arithmetic, the program now also offers digital and financial literacy, key citizen entitlement awareness and Disaster Risk Reduction (DRR). In FY 2025, the program **served 4,12,121 marginalized women individuals** leading to dignity and social inclusion.

TCS **Hours of Purpose by Employees (HOPE)** embodies a collective movement, by the people, for the people, fueled by the Tata group's enduring commitment to community service. The year saw **1,46,958 volunteers contribute over 8.93 million hours** to support the poor with basic necessities, to create better health outcomes for those who need help, to preserve and protect the environment, to empower better education, employment, entrepreneurship, and livelihoods for the marginalized communities. TCS employees also built capacity and capability for **over 100 social sector organizations** through skill-based volunteering, providing in-kind digital, advisory, and technology consulting services.

Globally, TCS has jointly served communities in need through **10 purpose partnerships** in collaboration with other Tata group companies, its customers, and like-minded organizations through its Business with Purpose program. TCS leveraged the insights of over **4,000 cross-sector leaders** through **24 Digital Empowers** thought-leadership forums, using their collective expertise to drive global advocacy and policy advancements.

Ignite My Future (IMF)



Students: 2,66,966 | Educators: 5,857
Vulnerable & marginalized: 81%

The world is advancing at an unprecedented pace, making it imminent for young people to develop 21st century skills to stay informed, create opportunities for new employment, and promote economic equity. Emerging technologies, including AI, underscore the growing need for skills beyond traditional academic subjects, highlighting the importance of a more comprehensive and future-oriented education.

TCS' IMF program is committed to empowering teachers with the tools they need to prepare young people to thrive in careers of the future.

This pioneering STEM (Science, Technology, Engineering and Mathematics) education program aims at empowering educators to integrate Computational Thinking (CT), a foundational 21st century skill, into all core subjects. CT is a higher order approach to problem solving that uses strategic methods to solve problems, just like computer scientists. Knowing that primary students will end up with jobs that do not exist yet, CT skills prepare them for future careers across industries.

Through TCS volunteers and customer engagements involving program partners, IMF creates awareness on probable job opportunities for students by bringing career pathways to life. IMF consistently engages with educators and students through the Learning Leaders network, family STEM nights, and special student projects.

In North America, IMF expanded its program offerings and worked to engage more schools that receive federal funding in FY 2025. Designing activities to help students, especially those from low-income families and underserved communities, IMF's goals were to open innovative pathways to education and aligning careers with the new and fast-changing digital economy and immediately support improved educational outcomes. Since its inception in 2017, IMF has enhanced the lives of over **2.59 million** teachers and students around the world.

In FY 2025, IMF reached **5,857** educators, **1,950** families and **2,66,966** students.

Case study

Shaping young minds through STEM

In Latin America, IMF partnered with Clubes de Ciencia México, an NGO committed to encouraging young minds to pursue STEM careers through hands-on science workshops led by graduate and doctoral students.



Clubes de Ciencia México

As part of this collaboration, IMF provided specialized training to all 87 instructors, equipping them with computational thinking strategies to enhance curriculum design of their workshops. This approach ensured that students not only gained scientific knowledge but also developed critical analytical skills.

Additionally, IMF facilitated meaningful connections between students and TCS volunteers, who guided them through complex STEM challenges designed to promote teamwork and problem-solving. In total, 708 students benefited during FY 2025 by this partnership.

By fostering curiosity, innovation, and collaboration, IMF continues to shape the next generation of STEM leaders, proving that knowledge and mentorship can transform lives.

go Innovate Together (goIT)



Students: 81,374 | Educators: 4,294
Vulnerable & marginalized: 79%

Globally, the gap between the skills required by employers and those possessed by job seekers is widening. The demand for professionals in STEM and computer science fields surpasses the number of qualified candidates available to fill these positions. TCS' goIT is a digital innovation program and career readiness program that inspires students to pursue careers of the future by developing core skills.

To develop these future leaders, goIT uses a four-pronged model, layered with school district partnerships, which includes:

- In-person or virtual volunteer-driven engagements around the year
- goIT online connects, goIT monthly challenges centered around the United Nations Sustainable Development Goals (UN SDGs)
- Mentorship by industry experts

To increase accessibility for students worldwide, goIT's base curriculum was translated into 24 languages. Additionally, a revamped goIT monthly challenge, which offers year-round accessibility, an expanded selection of SDGs, and a redesigned challenge page enhancing engagement for students and facilitators were introduced.

To improve digital access, the goIT online platform is now available in Portuguese, in addition to English and Spanish. The platform was also launched in India to increase its scope.

goIT continued expanding its technology offerings, introducing new pathways in Cybersecurity and Data Science. Additionally, an AI Suite, featuring Machine Learning and Generative AI, was launched to equip students with emerging tech skills. goIT's Microprocessor Suite now includes Arduino boards and Raspberry Pi, complementing the program's existing Micro:bit tools for hands-on prototyping.

Since its launch in 2009, goIT has positively impacted **3,51,078** students in its growing presence across **51** countries. In FY 2025, goIT, empowered **85,668** students and educators around the world.

Case study

Inspiring young minds:
Innovation through technology

In Japan, elementary and junior high school education is mandatory, ensuring that all children aged 6 to 15 attend school. While the national curriculum provides a strong foundation, students often have interests that extend beyond standard subjects. To bridge this gap, TCS has leveraged its IT expertise to develop engaging educational initiatives like the TCS' goIT program, designed to spark curiosity and enthusiasm for technology among upper elementary students.



As part of this program, students participated in design thinking modules, tackling the pressing issue of global warming. They explored its severe consequences and brainstormed innovative IT-driven solutions to mitigate its impact. Each group then presented their ideas to peers and teachers, often making their first formal presentations. Through multiple practice sessions, they refined their delivery, building confidence and communication skills.

Beyond deepening their understanding of global warming, this hands-on experience fostered critical thinking, teamwork, and creative problem-solving, empowering students to envision how technology can drive real-world change.

> "This year, we had the opportunity to hold a design thinking class for the first time. Our class included a wide range of students-those who tended to be disruptive, those who were distracted by tablets, and those who struggled to fully understand Japanese. Despite these challenges, all 90 students stood proudly to deliver their presentations, leaving both myself and the homeroom teachers deeply moved.
>
> The classes provided by TCS Japan allowed us to witness the growth of our students firsthand. Thank you for giving our children this valuable experience.
>
> **Mariko Seki**
> Principal, Izumo Elementary School,
> Ota Ward, Tokyo

Youth Employment Program (YEP)



Youth unemployment, particularly among marginalized communities, is a pressing challenge in modern India. Limited opportunities, inadequate communication skills, and a lack of technical expertise hinder youth employment prospects and their ability to thrive in the digital economy.

TCS' YEP addresses this challenge through its transformative "Teach, Coach, Mentor, and Place" model. The program aims at upskilling youth from marginalized communities across the country, making them industry-ready and supporting them with placement opportunities. In collaboration with industry leaders and subject matter experts, YEP delivers comprehensive training in business communication, aptitude, computer programming, and domain-specific skills.

YEP, bridges the gap between academic and professional world, enabling youth to elevate their socio-economic standing. Through career guidance, mentoring, access to market-relevant certifications, and real-time project exposure, the program equips graduates with the skills to excel in the competitive Indian job market.

Prime Minister Internship Scheme (PMIS)

TCS is proud to have partnered with the Government of India, towards the larger nation building exercise, through the PMIS. The program aims to equip the youth with hands-on experience, industry exposure, and in-demand skills, contributing to employment generation across sectors.

The interns experience a structured 12-month internship program, comprising four months of intensive Soft Skills training, followed by eight months of on-the-job learning. For the Soft Skills phase, a specially curated program by name SAFAL (Sashaktikaran, Aatmanirbharta, Falta, Avsar, Lakshya), an extension of YEP, has been implemented to train the PMIS interns. This initiative is jointly executed by the TCS CSR – YEP team and the Academic Alliances Group (AAG), with mentorship from business unit experts and senior leaders across TCS.

Since inception, the program has:

- Through upskilling, enhanced the socio-economic status of more than **1,85,139** youth and families.
- Provided youth access to opportunities in **35** states and union territories.
- Empowered more than **41,846** young women and **12,540** Dalits and Tribals.
- Placed more than **43,838** students in sectors like IT, Hospitality, Banking, and Retail.
- Facilitated anytime-anywhere learning through the one-stop YEP portal.
- Advanced the reputation of, and provided visibility to, YEP partner institutions.
- Enabled continuous availability of a highly skilled talent pool for the industry.
- Onboarded more than **160** trainees for internship through YEP SAFAL initiative under PMIS.

In FY 2025, YEP facilitated gainful employment of **1,156** students in the information technology and other domains.

Case study

Breaking barriers: Jeba Malar's journey to success



Jeba Malar
Ameerpalayam Village, Virudhunagar District, Tamil Nadu

Jeba Malar, hailing from the small town Sattur, comes from a humble family of six, where her father is the breadwinner and her mother supports the household with tireless effort and unwavering dedication.

As the eldest of four siblings, Jeba always dreamed of improving her family's financial situation and ensuring a brighter and more secure future for her younger siblings. She pursued her graduation in Physics Honors from Sri S. Ramasamy Naidu Memorial College, but the challenges of securing a stable job in an increasingly competitive world seemed both overwhelming and daunting.

This all changed when Jeba participated in TCS YEP, an opportunity that would transform her life. Through YEP, she received comprehensive training in business communication, interview skills, aptitude, problem-solving, and teamwork. Beyond enhancing her technical and professional abilities, the program instilled in her the confidence to take on real-world challenges. Equipped with these skills, Jeba was shortlisted for an interview at Tata Power, where she excelled, attributing her success to the rigorous preparation she received through YEP. Today, she proudly contributes to her family's income and ensures her siblings have access to quality education. Grateful for the empowerment YEP provided, Jeba stands as a testament to how knowledge, determination, and the right opportunities can change lives.

BridgeIT



Entrepreneurs: 1712
Beneficiaries served by entrepreneurs: 7,44,697
Vulnerable & marginalized: 88%

Rural communities in India face numerous socio-economic challenges, including limited job access and lack of awareness of Government, financial, and online services thus restricting economic opportunities for generations. Poor infrastructure, limited resources, and technological gaps further hinder their participation in the digital economy.

TCS BridgeIT program addresses the socio-economic divide in marginalized communities of India, especially among women and the youth, by creating rural digital entrepreneurs. The program bridges the digital divide, builds a rural entrepreneurship ecosystem and enables social integration.

BridgeIT equips citizens from marginalized communities with the skills, technology, mentorship, and resources required to set up a Digital Service Centre and provide essential services. These 'digipreneurs', use information technology to help others in the local community avail Government entitlements by providing financial and digital services in education, employment, and adult literacy.

BridgeIT capitalizes on VLC (Village Livelihood Committee), a social safety net which helps to identify and support budding entrepreneurs; and DEEco (Digital Entrepreneur Ecosystem) which fosters sustainable entrepreneurial ecosystems, facilitates diverse business ventures and promotes economic growth.

Personalized learning was delivered using the TCS DELI (Digital Entrepreneur Learning Intervention) framework that indirectly assesses deeper learning needs while mentorship from experienced entrepreneurs was leveraged using the "Didi ka Darbar" platform. TEN (TCS Entrepreneurs Networks) platform helped entrepreneurs connect,

collaborate and celebrate their 'Learning for Earning' successes.

Since inception BridgeIT has created **1,866** entrepreneurs of which **1,712** are active comprising of **88%** women and **52%** from marginalized communities; serving **7,44,697 villagers** in **4,457 villages** across **42 districts** offering essential services like document generation, government scheme enrollment, online form filling, and banking transactions, among others. In FY 2025, BridgeIT's latest project onboarded 1,400 women from 14 districts across the states of Bihar, Jharkhand and Rajasthan with **1,364** of them successfully launching their enterprises serving the last mile needs.

Case study

Priyanka Devi:
From struggles to success

Priyanka Devi, a resident of Dumra village in Dhanbad district, faced financial struggles before discovering TCS BridgeIT. With limited income and no access to credit, her family struggled to make ends meet. When Priyanka enrolled in the program, she saw a chance to change her future and seized it with determination.



Equipped with training and resources from BridgeIT, Priyanka started her entrepreneurial journey. She used the laptop given and invested in a printer to start serving her community. She started by offering essential digital services such as Aadhaar updates, resume creation, and digital photography. With continuous support from online training sessions, mentoring, and the digital handbook, she gradually expanded her services to include cash withdrawals, a high demand service in her village.

Beyond supporting her community with easy access to digital solutions, Priyanka saw a significant increase in her income, strengthening her family's financial stability.

With resilience and dedication, she continues to grow her business, proving that the right opportunities can transform lives.

> "I am happy to be part of the BridgeIT project and live a better life now.
>
> **Priyanka Devi**
> Dumra village, Dhanbad,
> Jharkhand

Literacy as a Service (LaaS)



Learners : 3,72,076 | Preraks: 40,140
Vulnerable & marginalized: 100%

Inadequate adult literacy remains a significant challenge, hindering India's ability to achieve its full economic potential. A substantial portion of the non-literate population consists of women and marginalized communities. TCS' LaaS promotes social inclusion and transforms lives through literacy. It leverages algorithmic learning paths, cloud-based personalized vernacular content, and AI technology to address the significant adult literacy gap in India. LaaS aims to empower non-literates, such as women who form much of the non-literate population, in their native languages.

LaaS was launched in 2000 and helps adults integrate into mainstream society, teaching them how to read, write and perform basic arithmetic using graphics, sound patterns, and language structure. The program also delivers financial literacy, digital literacy, awareness of key citizen entitlements, and Disaster Risk Reduction (DRR) in nine Indian languages and three foreign languages. The program has since reached **21** Indian states and union territories, as well as in Africa and has transformed the lives of over **2.85 million people**.

TCS partners with NGOs, state literacy departments, and rural livelihood missions to reach those in need. Since its inception, LaaS has empowered **over 2.61 million beneficiaries and 2,41,740 facilitators**. In FY 2025, LaaS empowered **4,12,216** learners. LaaS also consists of the "Each One Empowers One"

initiative that gives the employees of TCS and other Tata group companies the opportunity to volunteer and empower those in their community. This digital literacy platform offers training, videos, assessments and digital certificates and has over **460 volunteers**.

TCS partnered with Andhra Pradesh Government to impart Literacy as a Service program to empower around **4,00,000** women learners with functional, financial and digital literacy across **26 districts** of the state.

TCS continues to innovate and expand LaaS, demonstrating a strong commitment to empowerment through literacy.

Case study

Prabhasini Baral's journey to financial independence: Turning dreams into reality

Prabhasini Baral, from Palli village, had always dreamed of earning her own living but lacked formal education. When she heard about LaaS classes at the village community center from a friend, she seized the opportunity.

Starting with the basics, learning the alphabet and arithmetic, Prabhasini, gained confidence. She also discovered the power of knowledge beyond literacy, learning about disaster preparedness and the importance of essential documents like a bank passbook, Aadhaar card, and PAN card.



Prabhasini
Palli Village, Puri District, Odisha

With her newfound skills, Prabhasini applied for the Subhadra Yojana scheme using her mobile phone and secured financial assistance. Investing wisely, she purchased a cow, and today, she earns a steady income by selling milk in her village, turning a simple resource into a sustainable livelihood.

Her success was further fueled by LaaS' collaboration with Tata Sustainability Group (TSG) and the Youth Council for Development Alternatives (YCDA). This initiative, dedicated to uplifting those affected by Cyclone Fani in Puri, Odisha, empowered Prabhasini and many others with LaaS' five literacy offerings. Several women beneficiaries, part of Self-Help Groups (SHG), have enrolled under the Mission Shakti scheme which helps them achieve socio-economic independence. Today Prabhasini, stands as a beacon of hope, proving that with knowledge and determination, dreams can turn into reality.

HOPE: A global movement for purpose-driven volunteering



HOPE (Hours of Purpose by Employees) is a movement committed to meaningful community engagement, transforming employee volunteering from an occasional activity into a global force for social good.

Guided by the 17 UN SDGs, HOPE provides skill-based and interest-based opportunities, empowering TCS' diverse workforce to make a real impact. Over 380 volunteering events have been unified under a single platform, allowing employees to choose how, where, and with whom they volunteer, making TCS a leading company for employee volunteering.

HOPE projects are overseen and driven by 'Purpose Councils' comprising leaders who believe in the Tata Ethos of caring for the community. HOPE fosters a purpose-driven ecosystem designed for long-term, sustainable change.

HOPE with its dynamic and flexible format, enables several levels of employee volunteering engagements across different TCS Business Units (BU). Project teams from BUs are mobilized to participate in varied volunteering programs, to collaborate with like-minded customer organizations, NGOs, and Government bodies and embrace community projects where the need is high.

In FY 2025, HOPE witnessed **1,46,958 volunteers** contributing **8.93 million** volunteer hours, reaching **14.75** PCVH (Per Capita Volunteering Hours) and impacting **12.20 million** lives.

Volunteer Testimonials

> "I am always grateful for the volunteer opportunities TCS curates for us so we can make our busy days more meaningful. Recently, my team participated in a holiday toy drive with a leading community care organization in Montreal. It was, indeed, a special moment for all of us and, with so many awesome people around, we had such a lovely day that we really didn't even know how

many gifts we packed. When we finished packing, all were tired, but the satisfaction and feeling of making a child happy during the holidays left all of us feeling really happy. Every single person who came there promised to come back next year.



Juliet Peters
Project Manager, Canada.

"My social wellbeing journey started early in life during my travels to one of the premiere spiritual organizations in West Bengal. We had close ties with this institute, and growing up, I participated in many events organized by their monks. When I joined TCS, my social venture continued. From fund raising for education to supporting a needy mother for her dialysis, I could always count on my colleagues to rise to the occasion.

During the pandemic, I worked with a non-profit engaging in the wellbeing of HIV positive children and was touched by their passion, honesty and humility. Since then, I've been supporting them and would like to help them expand a set-up that employs HIV positive young adults, post institutional care.

During a recent visit, one of TCS' customers visited them and was greatly impressed. I promote the volunteerism spirit within the unit. Recently, the entire unit contributed whole-heartedly towards Wayanad relief work. I admire my team for their active volunteering towards causes that matter.



Debraj Kundu
Sub ISU Head, Kolkata, India

Tech4HOPE: Driving sustainable change for non-profits



TCS Tech4HOPE is a skill-based employee volunteering program that harnesses technology to redefine how non-profits serve their communities. Through this initiative, TCS collaborates with non-profit organizations to deliver pro bono advisory and technology consulting services that generate sustainable impact. By providing the tools to adopt technology, Tech4HOPE empowers organizations to broaden their reach and achieve lasting self-sufficiency.

Working closely with key stakeholders, non-profits are provided with custom software tools to help them establish a digital presence, build operational transparency, streamline fundraising, and boost overall efficiency. Since its inception, Tech4HOPE has created **US $15.66 million** in 'social value'.

In FY 2025, Tech4HOPE enabled pro bono digital services to 61 non-profits with **29** completed projects and **32** projects in progress with **38,000** skill-based volunteering hours generating **US $7.43 million** in social value.

In the United States, TCS offered long-term pro bono support to Sports Integrity Global Alliance (SIGA), a multi-stakeholder coalition working to bring the global sports industry together around its set of Universal Standards on Sport Integrity. TCS volunteers dedicated more than 850 hours towards building a tailored Customer Relationship Management (CRM) platform from scratch, ensuring SIGA's capacity to combat corruption and strengthen sport integrity. With its new CRM tool, SIGA is now better equipped to improve efficiency, nurture relationships, and expand both its membership and its number of committed supporters.

In United Kingdom & Ireland (UK & I), the team led on the provision of a digital strategy consultation to the National Youth Agency (NYA), an educational charity operating in England and Wales. NYA is committed to enabling high quality youth work across a range of settings, to support better outcomes for young people and strengthen local communities. A design thinking workshop led by the London TCS Paceport team set the stage with context setting, empathy mapping, and ideation exercises, sparking meaningful discussions on the future of digital youth work.

The UK & I Data Protection Officer (DPO) and Head of Corporate/Government Affairs also shared their knowledge of good practice and current policy. One of the outcomes of the workshop was the creation of a clear framework for youth workers to navigate advances in digital youth work, whilst maintaining safe and effective practices. Additionally, participants were guided on how to develop a gold standard Data Protection Impact Assessment (DPIA) process. This allowed them to gain a greater understanding of DPIAs and their application to youth work.

> Thank you to our colleagues at TCS. We are fortunate to have your support and insight. Your team's efforts have made us feel equipped and valued, and we are excited about what we can achieve together for the benefit of young people across England.
>
> **NYA team**

In India, TCS volunteers created a Management Information System (MIS) to enable seamless operations at Head Held High Foundation (HHHF) improving efficiency, reducing errors and saving the time of trainers across locations who would otherwise spend hours daily recording every piece of student data manually. HHHF leaders spoke highly about the benefits of the new platform as automating processes have significantly brought down manual errors.

TCS volunteers also upgraded Lake Gardens Women & Children Development Centre's (LGWCDC) website to improve the user experience of the website. According to LGWCDC representatives, the updated website has been a boon, accelerating operations significantly.

Leaders with Purpose (LwP)

Leaders with Purpose (LwP) is a nine-month immersive community leadership learning and practice journey. It is designed to nurture the skills of TCS employees to lead societal change. The program equips participants with leadership, communication, and project management skills required for sustained commitment to social impact. Through interactive classes and capstone projects, LwP cultivates a sense of social responsibility among participants. Upon graduating, participants are empowered to conduct their professional lives focusing on generating positive social change.

In FY 2025, **53** TCS leaders from Canada and the US and **24** from UK & I graduated after intense in-classroom and online learning, followed by 5 months of hands-on work on real-world social impact projects.

Business with Purpose (BwP)

TCS Business with Purpose (BwP) is a unique framework developed by TCS which creates 'Purpose Partnerships' with customers, Tata group companies, and other like-minded organizations to improve access, equity, and inclusion around the world.

These partnerships are formed to accelerate social good and address societal needs including education, skill development, and employment. BwP collaborates with organizations that become mentors for technology, thought-leadership forum contributors, and campus visit organizers.

TCS leverages its expertise to develop contextual solutions for pressing societal issues in its partnerships with customer leaders to generate wide-reaching and long-term impact. The initiative provides collaborating organizations positive social opportunities combined with their community goals to help them meet their purpose commitments and give back to society.

Bringing the Company's strategic programs, like goIT, IMF, and YEP, into Purpose Partnerships enables TCS to further support underserved communities.

In FY 2025, more than **130** customer leaders, including **41** senior executives, participated in different Corporate Social Responsibility initiatives globally.

Digital Empowers



TCS Digital Empowers is a global initiative which drives digital inclusion and empowers communities through technology, collaboration, and impactful partnerships. By uniting leaders across business, Government, academia, and the non-profit sector, Digital Empowers develops scalable solutions that promote digital literacy, skill development, and bridge the digital divide.

In FY 2025, Digital Empowers and its collaborators advanced efforts to accelerate digital inclusion and foster upward financial mobility for all.

In North America, Digital Empowers hosted the "Together Toward Inclusion" digital equity summit, co-designed with **10** corporate and social sector partners. This momentum

continued with the TCS Digital Empowers Sustainathon, developed with a client partner, to support the non-profit organization Human-I-T. Additionally, the initiative embarked on two deep research projects, generating insights and recommendations for long-term, system level improvements.

Working toward the Digital Opportunity Playbook, a research initiative to be published in early FY 2026, Digital Empowers conducted nearly 70 interviews about digital equity with business, Government and non-profit leaders in Chicago, Dallas, Detroit, New York, and beyond. In Canada, the “Digital Skills Imperative" report, developed with a partner, was published in December 2024.

In India, Digital Empowers facilitated collaboration between Tata group companies, key social development organizations, and Government agencies. These efforts aligned with CSR programs through the event series:

- Pathways to Prosperity: Strengthening Digital and Financial Skills in India
- Driving Women’s Economic Participation in STEM
- Bridging the Digital Divide for People with Disabilities
- Future Forward: Digital Entrepreneurship for Rural Women

This culminated in the pan-India celebration, Empowering Women, Inspiring India, marking International Women’s Day with a series of events across ten TCS offices. The initiative brought together nearly 2,500 employees, business leaders, and beneficiaries from TCS CSR programs. Women from CSR initiatives—including TCS support staff and young professionals from LaaS and YEP—spoke about how gaining education, digital skills, and employment shaped their journeys. Partners and participants from goIT, IMF, and BridgeIT also shared their perspectives. Senior business leaders and Delivery Center Heads joined, reflecting strong collaboration. Empowering Women, Inspiring India was a meaningful reminder that investing in women’s empowerment strengthens communities and TCS.

In FY 2025, Digital Empowers established **9** cross-sector partnerships, engaged **4,065** participants across **24** events and **22** client engagements.

Case study

Collaborating to drive digital inclusion in Canada

Recognizing that many are poised to be left behind in the current and future Canadian economy, TCS’ Digital Empowers, along with a partner, held the roundtable, Digital Skills Imperative, focused on ways to advance digital inclusion. Participants included a board of trade, a communications and entertainment company, and TCS’ influential CSR partners.

Some of the trends identified by the group include the slow pace of Government and higher education as they try to keep up with technology’s evolution, immigration, deglobalization and the movement toward micro-credentialing. Proposed solutions, published by Digital Empowers and its partner in December 2024, included recommendations for big businesses to lead digital skilling efforts, for more collaboration between institutions offering micro-credentials and employers posting actual jobs, for shifting Government regulation and assessment from its oversight of individual courses to regulation of the digital skilling organizations themselves, and more.

Social Innovation

TCS’ Social Innovation acknowledges the criticality of social change and inclusion around the world. The Company capitalises on its intellectual and technological capital while leveraging it contextual knowledge, as well as the collective knowledge of a diverse network of subject matter experts, to provide pro bono digital services to social sector organisations. Through this, TCS delivers innovative solutions for specific problems unique to the community in question.

Digital Impact Square (DISQ)

TCS’ Digital Impact Square (DISQ) is an incubation program for early-stage startups which is oriented towards community inclusion. This social innovation platform encourages the youth to harness the power of digital technology and develop solutions for lasting change in society, including assistive technology for persons with disabilities. The young innovators are offered skill-building, mentorship, and seed funds for their solutions.



This year, DISQ startup teams had the opportunity to present their work at a startup demonstration event during the Chairman's visit to one of India's Farmer Producer Company. During the event, emerging entrepreneurs shared their achievements and received insightful feedback from him.

DISQ organized the two-day Buildathon 1.0 event with a partner which focused on decentralized AI. The event hosted a diverse group of around 300 innovators, mentors, Government officials, delegates and renowned speakers who shared insights. The event reinforced the commitment to driving innovation through decentralized AI and collaboration.

At the two-day Zero Conference India, at Delhi in September 2024, DISQ was selected from fifteen solutions globally as a Global Scaling Solution Fellow. Along with the core team, innovators from two DISQ startup teams had the opportunity to present their offerings.

In addition, DISQ was privileged to share the stage with changemakers as a panel speaker during the Bengaluru Tech Conference hosted by EnAble India and Zero Project which brought innovators together, such as a DISQ incubated startup. The session provided a platform for DISQ to share its aspirations, articulate what makes it unique in the incubation ecosystem and explore how the DISQ model can be scaled beyond India.

In FY 2025, DISQ has nurtured and supported multiple startups, positively impacting the lives of over **102,011** beneficiaries.

Health and wellness

TCS recognizes the importance of health and wellness and promotes it among its employees as well as in local communities across the world. Its CSR initiatives seek to create new, systemic solutions that address society's biggest health challenges.

TCS has provided an integrated Hospital Management System (HMS) and IT infrastructure, which includes a comprehensive and fully integrated web-based solution, to The Cancer Institute (CI), Chennai. TCS has implemented a HMS at Tata Medical Center (TMC), Kolkata. CI and TMC are the largest and one of the first Cancer Care institutes in Southern and Eastern India.

TCS' digital transformation initiatives at the **TMC**, Kolkata and **CI**, Chennai facilitated **2,82,450** new patient consultations in FY 2025.

Contributions to Disaster Relief Efforts

Disaster relief efforts help alleviate the adverse impact of natural and human-made catastrophes on local communities.

The recent landslides in Wayanad triggered by relentless monsoon led to widespread soil erosion and landslides, destroying homes, farmland and critical infrastructure. Among the most affected were the tribal communities, where families faced the loss of shelter and security as their homes were either partially or fully destroyed.

The ONE Tata response to this calamity united Tata group companies to deliver essential support and address the long-term needs of those affected.

TCS is contributing to the financial support required to meet the project course, over the next three years.





Independent Auditors' Report

The Board of Directors

Tata Consultancy Services Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the Consolidated financial statements of Tata Consultancy Services Limited and its subsidiaries (the Company), which comprise the Consolidated statements of financial position as of March 31, 2025 and 2024, and the related Consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the years then ended, and the related notes to the Consolidated financial statements.

In our opinion, the accompanying Consolidated financial statements present fairly, in all material respects, the financial position of the Company as of March 31, 2025 and 2024, and its financial performance and its cash flows for the years then ended in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB).

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the Consolidated financial statements in accordance with IFRS as issued by the IASB, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of Consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise significant doubt about the Company's ability to continue as a going concern for one year after the date that the Consolidated financial statements are issued.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the Consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would

influence the judgment made by a reasonable user based on the Consolidated financial statements.

In performing an audit in accordance with GAAS, we:

Exercise professional judgment and maintain professional skepticism throughout the audit.

Identify and assess the risks of material misstatement of the Consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the Consolidated financial statements.

Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.

Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the Consolidated financial statements.

Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise significant doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Gurgaon, India
April 10, 2025

Consolidated statement of financial position

	Note	As at March 31, 2025	As at March 31, 2024
		(In million of USD)	
ASSETS			
Current assets			
Cash and cash equivalents	9(a)	976	1,081
Bank deposits		727	456
Investments	9(b)	3,592	3,776
Trade receivables			
Billed	9(c)	5,869	5,328
Unbilled		1,042	1,096
Other financial assets	9(d)	428	320
Income tax assets (net)		30	18
Other assets	11(d)	1,730	1,475
Total current assets		**14,394**	**13,550**
Non-current assets			
Bank deposits		200	270
Investments	9(b)	32	34
Trade receivables			
Billed	9(c)	11	15
Unbilled		4	2
Other financial assets	9(d)	123	123
Income tax assets (net)		184	192
Deferred tax assets (net)	15	415	405
Property, plant and equipment	11(a)	1,514	1,346
Right-of-use assets	10	1,086	946
Goodwill	11(b)	471	478
Other intangible assets	11(c)	109	61
Other assets	11(d)	388	394
Total non-current assets		**4,537**	**4,266**
TOTAL ASSETS		**18,931**	**17,816**
LIABILITIES AND EQUITY			
Liabilities			
Current liabilities			
Lease liabilities		182	180
Trade payables		1,628	1,197
Other financial liabilities	9(e)	1,000	1,003
Unearned and deferred revenue		471	437
Other liabilities	11(e)	841	782
Provisions	11(f)	21	17
Employee benefit obligations	16	571	542
Income tax liabilities (net)		1,488	1,371
Total current liabilities		**6,202**	**5,529**
Non-current liabilities			
Lease liabilities		917	781
Other financial liabilities	9(e)	80	44
Employee benefit obligations	16	98	82
Deferred tax liabilities (net)	15	114	117
Unearned and deferred revenue		61	58
Total non-current liabilities		**1,270**	**1,082**
TOTAL LIABILITIES		**7,472**	**6,611**
Equity			
Share capital	9(j)	68	68
Retained earnings		16,245	13,980
Other equity		(4,976)	(2,944)
Equity attributable to shareholders of the Company		**11,337**	**11,104**
Non-controlling interests		122	101
TOTAL EQUITY		**11,459**	**11,205**
TOTAL LIABILITIES AND EQUITY		**18,931**	**17,816**

See accompanying notes to consolidated financial statements

Consolidated statement of profit or loss and other comprehensive income

	Note	Year ended March 31, 2025	Year ended March 31, 2024
		(in million USD except shares and per share data)	
Revenue	12	30,179	29,080
Cost of revenue		18,438	17,335
Gross profit		**11,741**	**11,745**
Operating expenses			
Selling, general and administrative expenses			
Settlement of legal claim		-	115
Others		4,393	4,587
Total Selling, general and administrative expenses		**4,393**	**4,702**
Operating profit		**7,348**	**7,043**
Other income			
Finance and other income	14(a)	395	462
Finance costs	14(b)	(94)	(94)
Other gains (net)	14(c)	73	73
Other income (net)		**374**	**441**
Profit before taxes		7,722	7,484
Income tax expense	15	1,954	1,919
Profit for the year		**5,768**	**5,565**
Other comprehensive income (OCI)			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined employee benefit plans		(10)	(2)
Net change in fair value of investments in equity shares carried at fair value through OCI		(3)	(1)
Items that will be reclassified subsequently to profit or loss			
Net change in fair value of investments other than equity shares carried at fair value through OCI		52	24
Net change in time value of derivatives designated as cash flow hedges		(1)	1
Exchange differences on translation of foreign operations and translation to presentation currency		(296)	(159)
Total other comprehensive income / (losses), net of tax		**(258)**	**(137)**
Total comprehensive income for the year		**5,510**	**5,428**
Profit for the year attributable to:			
Shareholders of the Company		5,739	5,542
Non-controlling interests		29	23
		5,768	**5,565**
Other comprehensive income for the year attributable to:			
Shareholders of the Company		(258)	(128)
Non-controlling interests		-	(9)
		(258)	**(137)**
Total comprehensive income for the year attributable to:			
Shareholders of the Company		5,481	5,414
Non-controlling interests		29	14
		5,510	**5,428**
Earnings per share			
Weighted average number of equity shares		3,61,80,87,518	3,64,68,51,755
Basic and diluted earnings per share in USD	**17**	1.59	1.52

See accompanying notes to consolidated financial statements

Consolidated Statement of Changes in Equity

	Number of shares	Share capital	Retained earnings	Special Economic Zone re-investment reserve	Foreign currency translation reserve	Cash flow hedging reserve		Investment revaluation reserve	Equity attributable to shareholders of the Company	Non-controlling interests	Total equity
						Intrinsic value	Time value				
	(In million of USD, except share data)										
Balance as at April 1, 2024	**3,61,80,87,518**	**68**	**13,980**	**2,099**	**(5,049)**	**(9)**	**(11)**	**26**	**11,104**	**101**	**11,205**
Profit for the year	-	-	5,739	-	-	-	-	-	5,739	29	5,768
Other comprehensive income / (losses)	-	-	(10)	-	(296)	-	(1)	49	(258)	-	(258)
Total comprehensive income	**-**	**-**	**5,729**	**-**	**(296)**	**-**	**(1)**	**49**	**5,481**	**29**	**5,510**
Dividend	-	-	(5,249)	-	-	-	-	-	(5,249)	(11)	(5,260)
Transfer from Special Economic Zone re-investment reserve	-	-	1,784	(1,784)	-	-	-	-	-	-	-
Sale of shares to non-controlling interests	-	-	1	-	-	-	-	-	1	3	4
Balance as at March 31, 2025	**3,61,80,87,518**	**68**	**16,245**	**315**	**(5,345)**	**(9)**	**(12)**	**75**	**11,337**	**122**	**11,459**

	Number of shares	Share capital	Retained earnings	Special Economic Zone re-investment reserve	Foreign currency translation reserve	Cash flow hedging reserve		Investment revaluation reserve	Equity attributable to shareholders of the Company	Non-controlling interests	Total equity
						Intrinsic value	Time value				
	(In million of USD, except share data)										
Balance as at April 1, 2023	**3,65,90,51,373**	**68**	**14,536**	**1,565**	**(4,899)**	**(9)**	**(12)**	**3**	**11,252**	**97**	**11,349**
Profit for the year	-	-	5,542	-	-	-	-	-	5,542	23	5,565
Other comprehensive income / (losses)	-	-	(2)	-	(150)	-	1	23	(128)	(9)	(137)
Total comprehensive income	**-**	**-**	**5,540**	**-**	**(150)**	**-**	**1**	**23**	**5,414**	**14**	**5,428**
Dividend	-	-	(3,042)	-	-	-	-	-	(3,042)	(10)	(3,052)
Buy-back of equity shares	(4,09,63,855)	-*	(2,039)	-	-	-	-	-	(2,039)	-	(2,039)
Tax on buy-back of equity shares	-	-	(475)	-	-	-	-	-	(475)	-	(475)
Expenses for buy-back of equity shares	-	-	(6)	-	-	-	-	-	(6)	-	(6)
Transfer to Special Economic Zone re-investment reserve	-	-	(1,192)	1,192	-	-	-	-	-	-	-
Transfer from Special Economic Zone re-investment reserve"	-	-	658	(658)	-	-	-	-	-	-	-
Balance as at March 31, 2024	**3,61,80,87,518**	**68**	**13,980**	**2,099**	**(5,049)**	**(9)**	**(11)**	**26**	**11,104**	**101**	**11,205**

See accompanying notes to consolidated financial statements

*Amount less than $0.50 million.

Loss of $10 million and $2 million on remeasurement of defined employee benefit plans (net of tax) is recognised as a part of retained earnings for the year ended March 31, 2025 and 2024, respectively.

Retained earnings include statutory reserve of $30 million and $28 million as at March 31, 2025 and 2024, respectively.

Total equity (primarily retained earnings) includes $184 million and $193 million as at March 31, 2025 and 2024, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Consolidated statement of cash flows

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Cash flows from operating activities		
Profit for the year	5,768	5,565
Adjustments for:		
Depreciation and amortisation expense	619	602
Bad debts and advances written off, allowance for expected credit losses and doubtful advances (net)	15	14
Income tax expense	1,954	1,919
Net gain on lease modification	(2)	(1)
Unrealised foreign exchange gain	-	(2)
Net gain on disposal of property, plant and equipment	(2)	-
Net gain on disposal / fair valuation of investments	(1)	(4)
Dividend reinvested	-	(2)
Operating profit before working capital changes	**8,351**	**8,091**
Net change in		
Trade receivables		
Billed	(652)	(402)
Unbilled	34	(1)
Other financial assets	(115)	(132)
Other assets	(302)	(383)
Trade payables	440	(76)
Unearned and deferred revenue	47	(89)
Other financial liabilities	(19)	(75)
Other liabilities and provisions	137	239
Cash flows generated from operations	**7,921**	**7,172**
Taxes paid (net of refunds)	(1,843)	(1,510)
Net cash flows generated from operating activities	**6,078**	**5,662**
Cash flows from investing activities		
Bank deposits placed	(1,231)	(1,145)
Purchase of investments*	(17,248)	(17,017)
Payment for purchase of property, plant and equipment	(345)	(266)
Payment including advances for acquiring right-of-use assets	(9)	(4)
Payment for purchase of intangible assets	(111)	(54)
Loan given	(3)	-
Acquisition of assets (Refer note 20)	(123)	-
Proceeds from bank deposits	950	973
Proceeds from inter-corporate deposits	20	103
Proceeds from disposal / redemption of investments*	17,398	17,731
Proceeds from sub-lease receivable	1	-
Proceeds from disposal of property, plant and equipment	2	1
Proceeds from disposal of intangible assets	-	1
Net cash flows generated from / (used in) investing activities	**(699)**	**323**

Consolidated Statement of Cash Flows

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of lease liabilities[1]	(197)	(195)
Dividend paid	(5,249)	(3,042)
Dividend paid to non-controlling interests	(11)	(10)
Transfer of funds to buy-back escrow account	-	(51)
Transfer of funds from buy-back escrow account	-	51
Expenses for buy-back of equity shares	-	(6)
Tax on buy-back of equity shares	-	(475)
Buy-back of equity shares	-	(2,039)
Sale of shares to non-controlling interests	4	-
Net cash flows used in financing activities	**(5,453)**	**(5,767)**
Net change in cash and cash equivalents	**(74)**	**218**
Cash and cash equivalents at the beginning of the year	1,081	866
Exchange difference on translation of foreign currency cash and cash equivalents	(31)	(3)
Cash and cash equivalents at the end of the year	**976**	**1,081**
Components of cash and cash equivalents		
Cash at banks and in hand	402	336
Bank deposits (original maturity less than three months)	574	745
	976	**1,081**
Supplementary cash flow information		
Interest paid	99	84
Interest received	361	361
Dividend received	5	3

See accompanying notes to consolidated financial statements

* Purchase of investments include $21 million and $36 million for the year ended March 31, 2025 and 2024, respectively, and proceeds from disposal / redemption of investments include $20 million and $20 million for the year ended March 31, 2025 and 2024, respectively, held by trusts and TCS Foundation held for specified purposes.

[1] Changes in lease liabilities including both changes arising from cash flows and non-cash changes are given in note 10.

Notes to Consolidated Financial Statements

1) Corporate information

Tata Consultancy Services Limited ("the Company") and its subsidiaries (collectively together with employee welfare trusts referred to as "the Group") provide IT services, consulting and business solutions and have been partnering with many of the world's largest businesses in their transformation journeys. The Group offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions. This is delivered through its unique Location-Independent Agile delivery model recognised as a benchmark of excellence in software development.

The Company is a public limited company incorporated and domiciled in India. The address of its corporate office is TCS House, Raveline Street, Fort, Mumbai- 400001. As at March 31, 2025, Tata Sons Private Limited, the holding company owned 71.74% of the Company's equity share capital.

The Board of Directors approved the consolidated financial statements for the year ended March 31, 2025 and authorized for issue on April 10, 2025.

2) Statement of compliance

These consolidated financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS"), as issued by the International Accounting Standards Board ("IASB").

3) Basis of preparation

These consolidated financial statements have been prepared on historical cost basis except for certain financial instruments and defined benefit plans which are measured at fair value or amortised cost at the end of each reporting period. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. All assets and liabilities have been classified as current and non-current as per the Group's normal operating cycle. Based on the nature of services rendered to customers and time elapsed between deployment of resources and the realisation in cash and cash equivalents of the consideration for such services rendered, the Group has considered an operating cycle of 12 months.

The consolidated statement of cash flows has been prepared under indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and items of income or expense associated with investing or financing cash flows. The Group classifies interest paid and interest and dividend received as cash flow from operating activities. The cash flows from operating, investing and financing activities of the Group are segregated. The Group considers all highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value to be cash equivalents.

The functional currency of the Company and its Indian subsidiaries is the Indian Rupee (`). The functional currency of foreign subsidiaries is the currency of the primary economic environment in which the entity operates. Foreign currency transactions are recorded at exchange rates prevailing on the date of the transaction. Foreign currency denominated monetary assets and liabilities are retranslated at the exchange rate prevailing on the dates of statement of financial position and exchange gains and losses arising on settlement and restatement are recognised in profit or loss.

Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not retranslated.

The material accounting policy information related to preparation of the consolidated financial statements have been discussed in the respective notes.

4) Basis of consolidation

The Company consolidates all entities which are controlled by it.

The Company establishes control when; it has power over the entity, is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect the entity's returns by using its power over relevant activities of the entity.

Entities controlled by the Company are consolidated from the date control commences until the date control ceases.

The results of subsidiaries acquired, or sold, during the year are consolidated from the effective date of acquisition and up to the effective date of disposal, as appropriate.

The financial statements of the Group companies are consolidated on a line-by-line basis and all inter-company transactions, balances, income and expenses are eliminated in full on consolidation.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to shareholders of the Company.

Assets and liabilities of entities with functional currency other than presentation currency have been translated to the presentation currency using exchange rates prevailing on the dates of statement of financial position. Statement of profit or loss and other comprehensive income of such entities has been translated using weighted average exchange rates. Translation adjustments have been reported as foreign currency translation reserve in the statement of changes in equity. When a foreign operation is disposed off in its

Notes to Consolidated Financial Statements

entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation recognised in OCI is reclassified to profit or loss as part of the gain or loss on disposal.

These consolidated financial statements are presented in US Dollars ($) to facilitate the investors' ability to evaluate the Group's performance and financial position in comparison to similar companies domiciled in different foreign jurisdictions.

5) Use of estimates and judgements

The preparation of consolidated financial statements in conformity with the recognition and measurement principles of International Financial Reporting Standards (IFRS) requires management of the Group to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of consolidated financial statements and the reported amounts of income and expenses for the periods presented.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods are affected.

The Group uses the following critical accounting judgements, estimates and assumptions in preparation of its consolidated financial statements:

(a) Revenue recognition

Revenue for fixed-price contracts is recognised using percentage-of-completion method. The Group estimates the future cost-to-completion of the contracts which is used to determine degree of completion of the performance obligation.

The Group exercises judgement for identification of performance obligations, determination of transaction price, ascribing the transaction price to each distinct performance obligation and in determining whether the performance obligation is satisfied at a point in time or over a period of time. These judgements have been explained in detail under the revenue recognition note (Refer note 12).

(b) Useful lives of property, plant and equipment

The Group reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods (Refer note 11(a)).

(c) Impairment of goodwill

The Group estimates the value-in-use of the cash generating units (CGUs) based on the future cash flows after considering current economic conditions and trends, estimated future operating results and growth rate and anticipated future economic and regulatory conditions. The estimated cash flows are developed using internal forecasts. The discount rates used for the CGUs represent the weighted average cost of capital based on the historical market returns of comparable companies (Refer note 11(b)).

(d) Fair value measurement of financial instruments

When the fair value of financial assets and financial liabilities recorded in the statement of financial position cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the Discounted Cash Flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

(e) Impairment of financial assets (other than at fair value)

Measurement of impairment of financial assets require use of estimates, which have been explained in the note on financial assets, financial liabilities and equity instruments, under impairment of financial assets (other than at fair value) (Refer note 9).

(f) Deferred tax assets

A deferred tax asset is recognised 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 utilised. Accordingly, the Group exercises its judgement to reassess the carrying amount of deferred tax assets at the end of each reporting period.

(g) Provisions and contingent liabilities

The Group estimates the provisions that have present obligations as a result of past events and it is probable that outflow of resources will be required to settle the obligations. These provisions are reviewed at the end of each reporting period and are adjusted to reflect the current best estimates.

The Group uses significant judgements to assess contingent liabilities. Contingent liabilities are disclosed when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognised nor disclosed in the consolidated financial statements

(h) Employee benefits

The accounting of employee benefit plans in the nature of defined benefit requires the Group to use assumptions. These assumptions have been explained under employee benefits note (Refer note 16).

(i) Leases

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of IFRS 16. Identification

Notes to Consolidated Financial Statements

of a lease requires significant judgement. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Group determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option. In assessing whether the Group is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Group to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Group revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics

6) Nature and purpose of reserves

(a) Retained earnings

This reserve represents undistributed accumulated earnings of the Group as on the date of statement of financial position.

(b) Special Economic Zone re-investment reserve

The Special Economic Zone (SEZ) re-investment reserve is created out of the profit of eligible SEZ units in terms of the provisions of section 10AA(1)(ii) of the Income-tax Act, 1961 of India. The reserve will be utilised by the Group for acquiring new assets for the purpose of its business as per the terms of section 10AA(2) of Income-tax Act, 1961 of India.

(c) Foreign currency translation reserve

The exchange differences arising from the translation of financial statements of foreign operations with functional currency other than presentation currency is recognised in other comprehensive income, net of taxes and is presented within equity in the foreign currency translation reserve.

(d) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. Such gains or losses will be reclassified to profit or loss in the period in which the underlying hedged transaction occurs.

(e) Investment revaluation reserve

This reserve represents the cumulative gains and losses arising on the revaluation of equity and debt instruments on the date of statement of financial position measured at fair value through other comprehensive income. The reserves accumulated will be reclassified to retained earnings and statement of profit or loss respectively, when such instruments are disposed.

7) Recent accounting standards

The Group has not applied the following new and revised IFRSs that have been issued but are not yet effective.

Amendments to IAS 21 – The Effects of Changes in Foreign Exchange Rates[1]

Amendments to IFRS 9 and IFRS 7[2]

Annual Improvements to IFRS Accounting Standards[2] – Amendments to:

- IFRS 1 – First-time Adoption of International Financial Reporting Standards
- IFRS 7 – Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7
- IFRS 9 – Financial Instruments
- IFRS 10 – Consolidated Financial Statements
- IAS 7 – Statement of Cash flows

IFRS 18 – Presentation and Disclosures in Financial Statements[3]

IFRS 19 – Subsidiaries without Public Accountability: Disclosures[3]

[1] Effective for annual periods beginning on or after January 1, 2025.

[2] Effective for annual periods beginning on or after January 1, 2026.

[3] Effective for annual periods beginning on or after January 1, 2027.

IAS 21 – The Effects of Changes in Foreign Exchange Rates

In August 2023, the IASB issued 'Lack of Exchangeability (Amendments to IAS 21)' to provide guidance to specify which exchange rate to use when the currency is not exchangeable. An entity must estimate the spot exchange rate as the rate that would have applied to an orderly transaction between market participants at the measurement date and that would faithfully reflect the economic conditions prevailing. The Group does not expect this amendment to have any significant impact in its financial statements.

Notes to Consolidated Financial Statements

IFRS 9 and IFRS 7 – Financial Instruments and Financial Instruments: Disclosure
In May 2024, the IASB issued "Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7) to address matters identified during the post-implementation review of IFRS 9. The amendments relate to derecognition of a financial liability settled through electronic transfer, classification of financial assets and disclosures of certain financial assets and financial liabilities. The Group will evaluate the amendments and implement them accordingly.

In December 2024, the IASB issued targeted amendments to help companies better report the financial effects of nature-dependent electricity contracts, which are often structured as power purchase agreements (PPAs). The amount of electricity generated under these contracts can vary based on uncontrollable factors such as weather conditions. Current accounting requirements may not adequately capture how these contracts affect a company's performance. The amendments include: clarifying the application of the 'own-use' requirements; permitting hedge accounting if these contracts are used as hedging instruments; and adding new disclosure requirements to enable investors to understand the effect of these contracts on a company's financial performance and cash flows. The Group does not expect this amendment to have any significant impact in its financial statements.

Annual Improvements to IFRS Accounting Standards
In July 2024, the IASB issued narrow amendments to IFRS Accounting Standards and accompanying guidance as part of its regular maintenance of the Standards. These amendments include clarifications, simplifications, corrections and changes aimed at improving the consistency of several IFRS Accounting Standards. Annual improvements are limited to changes that either clarify the wording in an IFRS Accounting Standard or correct relatively minor unintended consequences or oversights in the Accounting Standards. They also correct minor conflicts between the requirements of the Accounting Standards. The Group does not expect these narrow amendments to have any significant impact in its financial statements.

IFRS 18 – Presentation and Disclosures in Financial Statements
In April 2024, the IASB issued its new standard IFRS 18 – Presentation and Disclosures in Financial Statements that will replace IAS 1 – Presentation of Financial Statements. The new standard aims at improving how entities communicate in their financial statements. The Group will evaluate the standard and implement it accordingly.

IFRS 19 – Subsidiaries without Public Accountability: Disclosures
In May 2024, the IASB issued a new standard IFRS 19- Subsidiaries without Public Accountability: Disclosures. The standard allows a subsidiary which does not have public accountability and has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards, to elect IFRS 19. Such an entity applies the requirements in other IFRS Accounting Standards, except for the disclosure requirements, instead the entity applies the requirements in IFRS 19.

8) Business combinations

The Group accounts for its business combinations under acquisition method of accounting. Acquisition related costs are recognised in profit or loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognised at their fair values at the acquisition date.

Purchase consideration paid in excess of the fair value of net assets acquired is recognised as goodwill. Where the fair value of identifiable assets and liabilities exceed the cost of acquisition, the excess is recognised in determination of profit or loss after reassessing the fair values of the net assets and contingent liabilities.

The interest of non-controlling shareholders is initially measured either at fair value or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity of subsidiaries.

Business combinations arising from transfers of interests in entities that are under common control are accounted at historical cost. The difference between any consideration given and the aggregate historical carrying amounts of assets and liabilities of the acquired entity is recorded in shareholders' equity.

Acquisition that does not meet the definition of 'business' in accordance with IFRS- 3 Business Combinations is treated as acquisition of assets.

9) Financial assets, financial liabilities and equity instruments

Financial assets and liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are initially measured at fair value, except for trade receivables which are initially measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value measured on initial recognition of financial asset or financial liability.

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

Notes to Consolidated Financial Statements

The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired.

Cash and cash equivalents
The Group considers all highly liquid investments, which are readily convertible into known amounts of cash that are subject to an insignificant risk of change in value to be cash equivalents. Cash and cash equivalents consist of balances with banks and which are unrestricted for withdrawal and usage.

Financial assets at amortised cost
Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income
Financial assets are measured at fair value through other comprehensive income if these financial assets are held within a business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

The Group has made an irrevocable election to present subsequent changes in the fair value of equity investments not held for trading in other comprehensive income.

Financial assets at fair value through profit or loss
Financial assets are measured at fair value through profit or loss unless they are measured at amortised cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in profit or loss.

Financial liabilities
Financial liabilities are measured at amortised cost using the effective interest method.

Equity instruments
An equity instrument is a contract that evidences residual interest in the assets of the company after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received net of direct issue cost.

Derivative accounting

- **Instruments in hedging relationship**
  The Group designates certain foreign exchange forward, currency options and futures contracts as hedge instruments in respect of foreign exchange risks. These hedges are accounted for as cash flow hedges.

  The Group uses hedging instruments that are governed by the financial risk management policy as approved by the Risk Management Committee. The policy provides principles on the use of such financial derivatives consistent with the risk management strategy of the company and its subsidiaries. While determining the appropriate hedge ratio, the Group takes into consideration the prevailing macro-economic conditions, the availability and liquidity of the hedging instruments, tolerance levels for hedge ineffectiveness and the costs of hedging. The hedging activities are reviewed by the Risk Management Committee every quarter and future course of action is determined.

  The hedge instruments are designated and documented as hedges at the inception of the contract. The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The effectiveness of hedge instruments to reduce the risk associated with the exposure being hedged is assessed and measured at inception and on an ongoing basis. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified in net foreign exchange gains in profit or loss.

  The effective portion of change in the fair value of the designated hedging instrument is recognised in the other comprehensive income and accumulated under the heading cash flow hedging reserve.

  The Group separates the intrinsic value and time value of an option and designates as hedging instruments only the change in intrinsic value of the option. The change in fair value of the intrinsic value and time value of an option is recognised in the other comprehensive income and accounted as a separate component of equity. Such amounts are reclassified in profit or loss when the related hedged items affect profit or loss.

  Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity till that time remains and is recognised into profit or loss when the forecasted transaction ultimately affects profit or loss. Any gain or loss is recognised immediately in profit or loss when the hedge becomes ineffective.

- **Instruments not in hedging relationship**
  The Group enters into contracts that are effective as hedges from an economic perspective, but they do not qualify for hedge accounting. The change in the fair value of such instrument is recognised in profit or loss.

Notes to Consolidated Financial Statements

Impairment of financial assets (other than at fair value)

The Group assesses at each date of statement of financial position whether a financial asset or a group of financial assets is impaired. IFRS 9 requires expected credit losses to be measured through a loss allowance. The Group recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. In determining the allowance for expected credit losses the Group has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and allowance rates used in the provision matrix. For all other financial assets, expected credit losses are measured at an amount equal to the 12-months expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

Notes to Consolidated Financial Statements

(a) Cash and cash equivalents

Cash and cash equivalents consist of the following:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Cash at banks and in hand		
Bank deposits (original maturity less than three months)	402	336
Total	574	745
	976	**1,081**
Held within India	141	307
Held outside India	835	774
Total	**976**	**1,081**

(b) Investments

Investments consist of the following:

Investments – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Investments carried at fair value through profit or loss		
Mutual fund units	340	283
	340	**283**
Investments carried at fair value through OCI		
Government bonds and securities	2,791	2,968
Corporate bonds	460	408
	3,251	**3,376**
Investments carried at amortised cost		
Corporate bonds	1	4
Commercial papers	-	113
	1	**117**
Total	**3,592**	**3,776**

Investments – Current includes $9 million and $24 million as at March 31, 2025 and 2024, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Government bonds and securities includes bonds pledged with bank for credit facility amounting to $316 million and NIL as at March 31, 2025 and 2024, respectively.

Notes to Consolidated Financial Statements

Investments - Non-current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Investments designated at fair value through OCI		
Equity shares	1	4
	1	**4**
Investments carried at amortised cost		
Government bonds and securities	22	23
Corporate bonds	9	7
	31	**30**
Total	**32**	**34**

Investments – Non-current includes $31 million and $30 million as at March 31, 2025 and 2024, respectively, pertaining to trusts held for specified purposes.

The movement in fair value of investments carried / designated at fair value through OCI is as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**26**	**3**
Net loss arising on revaluation of investments in equities designated at fair value through other comprehensive income	(3)	(1)
Net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	71	29
Deferred tax relating to net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	(18)	(4)
Net cumulative gain reclassified to profit or loss on sale of investments other than equities carried at fair value through other comprehensive income	(1)	(1)
Balance at the end of the year	**75**	**26**

(c) Trade receivables – Billed

Trade receivables- Billed consist of the following:

Trade receivables - Billed – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Trade receivables- Billed	5,940	5,394
Less: Allowance for expected credit losses	(71)	(66)
Total	**5,869**	**5,328**

Trade receivables - Billed – Non-current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Trade receivables- Billed	92	92
Less: Allowance for expected credit losses	(81)	(77)
Total	**11**	**15**

Above balances of trade receivables- billed include balances with related parties (Refer note 21).

Notes to Consolidated Financial Statements

(d) Other financial assets

Other financial assets consist of the following:

Other financial assets – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Security deposits	40	41
Fair value of foreign exchange derivative assets	51	17
Interest receivable	104	92
Earmarked balances with banks	106	57
Loans and advances to employees	34	77
Inter-corporate deposits	-	20
Others	93	16
Total	**428**	**320**

Other financial assets – Non-current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Security deposits	91	90
Earmarked balances with banks	29	26
Interest receivable	-	7
Others	3	-
Total	**123**	**123**

Earmarked balances with banks primarily relate to margin money for purchase of investments, unclaimed dividends and liquidity backstop as a part of regulatory requirements.

Inter-corporate deposits yield fixed interest rate and are placed with financial institutions, who are authorised to accept and use such inter-corporate deposits as per regulations applicable to them. Inter-corporate deposits include NIL and $13 million as at March 31, 2025 and 2024, respectively, pertaining TCS Foundation held for specified purposes.

Interest receivable includes $22 million and $13 million as at March 31, 2025 and 2024, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

(e) Other financial liabilities

Other financial liabilities consist of the following:

Other financial liabilities – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Capital creditors	84	75
Fair value of foreign exchange derivative liabilities	18	14
Liabilities towards customer contracts	154	181
Accrued payroll	639	691
Unclaimed dividends	7	6
Liabilities towards acquisition of assets (Refer note 20)	65	-
Others	33	36
Total	**1,000**	**1,003**

Notes to Consolidated Financial Statements

Other financial liabilities – Non-current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Capital creditors	7	8
Liabilities towards customer contracts	37	-
Others	36	36
Total	**80**	**44**

Others include advance taxes paid of $26 million and $27 million as at March 31, 2025 and 2024, respectively, by the seller of TCS e-Serve Limited (merged with the Company) which, on refund by tax authorities, is payable to the seller.

f) Financial instruments by category

The carrying value of financial instruments by categories as at March 31, 2025 is as follows:

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
	(In million of USD)					
Financial assets						
Cash and cash equivalents	-	-	-	-	976	976
Bank deposits	-	-	-	-	927	927
Investments	340	3,252	-	-	32	3,624
Trade receivables						
Billed	-	-	-	-	5,880	5,880
Unbilled	-	-	-	-	1,046	1,046
Earmarked balances with banks	-	-	-	-	135	135
Other financial assets	-	-	4	47	365	416
Total	**340**	**3,252**	**4**	**47**	**9,361**	**13,004**
Financial liabilities						
Trade payables	-	-	-	-	1,628	1,628
Lease liabilities	-	-	-	-	1,099	1,099
Other financial liabilities	-	-	-	18	1,062	1,080
Total	**-**	**-**	**-**	**18**	**3,789**	**3,807**

Notes to Consolidated Financial Statements

The carrying value of financial instruments by categories as at March 31, 2024 is as follows:

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
	(In million of USD)					
Financial assets						
Cash and cash equivalents	-	-	-	-	1,081	1,081
Bank deposits	-	-	-	-	726	726
Investments	283	3,380	-	-	147	3,810
Trade receivables						
Billed	-	-	-	-	5,343	5,343
Unbilled	-	-	-	-	1,098	1,098
Earmarked balances with banks	-	-	-	-	83	83
Other financial assets	-	-	6	11	343	360
Total	**283**	**3,380**	**6**	**11**	**8,821**	**12,501**
Financial liabilities						
Trade payables	-	-	-	-	1,197	1,197
Lease liabilities	-	-	-	-	961	961
Other financial liabilities	-	-	-	14	1,033	1,047
Total	**-**	**-**	**-**	**14**	**3,191**	**3,205**

Other financial assets include inter-corporate deposits of $20 million, with original maturity period within 24 months.

Carrying amounts of cash and cash equivalents, trade receivables and trade payables as at March 31, 2025 and 2024, approximate the fair value due to their nature. Carrying amounts of bank deposits, earmarked balances with banks, other financial assets and other financial liabilities which are subsequently measured at amortised cost also approximate the fair value due to their nature in each of the periods presented. Fair value measurement of lease liabilities is not required. Fair value of investments carried at amortised cost is $32 million and $146 million as at March 31, 2025 and 2024, respectively.

(g) Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consists of the following three levels:

- Level 1 — Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 — Inputs are other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 — Inputs are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

The cost of unquoted investments included in Level 3 of fair value hierarchy approximate their fair value because there is a wide range of possible fair value measurements and the cost represents estimate of fair value within that range.

The following table summarises financial assets and liabilities measured at fair value on a recurring basis and financial assets that are not measured at fair value on a recurring basis (but fair value disclosures are required):

As at March 31, 2025	Level 1	Level 2	Level 3	Total
	(In million of USD)			
Financial assets				
Mutual fund units	340	-	-	340
Equity shares	-	-	1	1
Government bonds and securities	2,813	-	-	2,813
Corporate bonds	470	-	-	470
Fair value of foreign exchange derivative assets	-	51	-	51
Total	**3,623**	**51**	**1**	**3,675**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	18	-	18
Total	**-**	**18**	**-**	**18**

Notes to Consolidated Financial Statements

As at March 31, 2024	Level 1	Level 2	Level 3	Total
	(In million of USD)			
Financial assets				
Mutual fund units	283	-	-	283
Equity shares	-	-	4	4
Government bonds and securities	2,990	-	-	2,990
Corporate bonds	419	-	-	419
Commercial papers	113	-	-	113
Fair value of foreign exchange derivative assets	-	17	-	17
Total	**3,805**	**17**	**4**	**3,826**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	14	-	14
Total	**-**	**14**	**-**	**14**

Reconciliation of Level 3 fair value measurement of financial assets is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**4**	**5**
Impairment in value of investments	(3)	(1)
Balance at the end of the year	**1**	**4**

(h) Derivative financial instruments and hedging activity

The Group's revenue is denominated in various foreign currencies. Given the nature of the business, a large portion of the costs are denominated in Indian Rupee. This exposes the Group to currency fluctuations.

The Board of Directors has constituted a Risk Management Committee (RMC) to frame, implement and monitor the risk management plan of the Group which inter-alia covers risks arising out of exposure to foreign currency fluctuations. Under the guidance and framework provided by the RMC, the Group uses various derivative instruments such as foreign exchange forward, currency options and futures contracts in which the counter party is generally a bank.

The following are outstanding currency options contracts, which have been designated as cash flow hedges:

Foreign currency	As at March 31, 2025			As at March 31, 2024		
	No. of contracts	Notional amount of contracts (In million)	Fair value (In million of USD)	No. of contracts	Notional amount of contracts (In million)	Fair value (In million of USD)
US Dollar	-	-	-	19	475	1
Great Britain Pound	23	220	2	29	230	3
Euro	25	235	2	28	235	2

The movement in cash flow hedging reserve for derivatives designated as cash flow hedges is as follows:

	Year ended March 31, 2025		Year ended March 31, 2024	
	Intrinsic value	Time value	Intrinsic value	Time value
	(In million of USD)			
Balance at the beginning of the year	**(9)**	**(11)**	**(9)**	**(12)**
(Gain) / loss transferred to profit or loss on occurrence of forecasted hedge transactions	(23)	27	(16)	30
Deferred tax on (gain) / loss transferred to profit or loss on occurrence of forecasted hedge transactions	6	(7)	3	(7)
Change in the fair value of effective portion of cash flow hedges	23	(28)	17	(28)
Deferred tax on change in the fair value of effective portion of cash flow hedges	(6)	7	(4)	6
Balance at the end of the year	**(9)**	**(12)**	**(9)**	**(11)**

Notes to Consolidated Financial Statements

The Group has entered into derivative instruments not in hedging relationship by way of foreign exchange forward, currency options and futures contracts. As at March 31, 2025 and 2024, the notional amount of outstanding contracts aggregated to $7,608 million and $6,114 million, respectively and the respective fair value of these contracts have a net gain of $29 million and net loss of $2 million.

Exchange loss of $58 million and gain of $14 million on foreign exchange forward, currency options and futures contracts that do not qualify for hedge accounting have been recognised in profit or loss for the year ended March 31, 2025 and 2024, respectively.

Net foreign exchange gain / (loss) include gain of $5 million and loss $14 million transferred from cash flow hedging reserve to profit or loss on occurrence of forecasted hedge transactions for the year ended March 31, 2025 and 2024, respectively.

Net loss on derivative instruments of $19 million, recognised in accumulated other comprehensive income as at March 31, 2025, is expected to be transferred to profit or loss by March 31, 2026. The maximum period over which the exposure to cash flow variability has been hedged is through calendar year 2025.

Following table summarises approximate gain / (loss) on Group's other comprehensive income on account of appreciation / depreciation of the underlying foreign currencies.

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
10% appreciation of the underlying foreign currencies	-	-
10% depreciation of the underlying foreign currencies	51	109

(i) Financial risk management

The Group is exposed primarily to fluctuations in foreign currency exchange rates, credit, liquidity and interest rate risks, which may adversely impact the fair value of its financial instruments. The Group has a risk management policy which covers risks associated with the financial assets and liabilities. The risk management policy is approved by the Board of Directors. The focus of the risk management committee is to assess the unpredictability of the financial environment and to mitigate potential adverse effects on the financial performance of the Group.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Such changes in the values of financial instruments may result from changes in the foreign currency exchange rates, interest rates, credit, liquidity and other market changes. The Group's exposure to market risk is primarily on account of foreign currency exchange rate risk.

- **Foreign currency exchange rate risk**

  The fluctuation in foreign currency exchange rates may have potential impact on the statement of profit or loss and other comprehensive income and equity, where any transaction references more than one currency or where assets / liabilities are denominated in a currency other than the functional currency of the respective entities. Considering the countries and economic environment in which the Group operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries.

  The Group, as per its risk management policy, uses derivative instruments primarily to hedge foreign exchange. Further, any movement in the functional currencies of the various operations of the Group against major foreign currencies may impact the Group's revenue in international business.

  The Group evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in line with its risk management policies.

  The foreign exchange rate sensitivity is calculated by aggregation of the net foreign exchange rate exposure and a simultaneous parallel foreign exchange rates shift of all the currencies by 10% against the respective functional currencies of Tata Consultancy Services Limited and its subsidiaries.

  The following analysis has been worked out based on the net exposures for each of the subsidiaries and Tata Consultancy Services Limited as at the date of statement of financial position which could affect the statement of profit or loss and other comprehensive income and equity. Further the exposure as indicated below is mitigated by some of the derivative contracts entered into by the Group as disclosed in note 9(h).

Notes to Consolidated Financial Statements

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2025:

	USD	EUR	GBP	Others
	(In million of USD)			
Net financial assets	301	50	13	230
Net financial liabilities	(416)	(1)	(39)	(41)

10% appreciation / depreciation of the respective functional currency of Tata Consultancy Services Limited and its subsidiaries with respect to various foreign currencies would result in increase / decrease in the Group's profit before taxes by approximately $10 million for the year ended March 31, 2025.

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2024:

	USD	EUR	GBP	Others
	(In million of USD)			
Net financial assets	330	62	19	421
Net financial liabilities	(855)	(30)	(262)	(91)

10% appreciation / depreciation of the respective functional currency of Tata Consultancy Services Limited and its subsidiaries with respect to various foreign currencies would result in increase / decrease in the Group's profit before taxes by approximately $41 million for the year ended March 31, 2024.

- **Interest rate risk**
  The Group's investments are primarily in fixed rate interest bearing investments. Hence, the Group is not significantly exposed to interest rate risk.

Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration of risks. Credit risk is controlled by analysing credit limits and creditworthiness of customers on a continuous basis to whom the credit has been granted after obtaining necessary approvals for credit. Refer note 5 for methods, assumptions and information used to measure expected credit losses.

Financial instruments that are subject to credit risk consist of trade receivables, investments, derivative financial instruments, cash and cash equivalents, bank deposits and other financial assets. Loans include inter-corporate deposits of NIL and $20 million placed with a financial institution having a high credit-rating assigned by credit-rating agencies as at March 31, 2025 and 2024, respectively. Bank deposits include an amount of $923 million held with three banks and $632 million held with two banks, having high credit rating which are individually in excess of 10% or more of the Group's total bank deposits as at March 31, 2025 and 2024, respectively. None of the other financial instruments of the Group result in material concentration of credit risk.

- **Exposure to credit risk**
  The carrying amount of financial assets and contract assets represents the maximum credit exposure. The maximum exposure to credit risk was $13,768 million and $13,233 million as at March 31, 2025 and 2024, respectively, being the total of the carrying amount of balances with banks, bank deposits, investments, trade receivables, contract assets and other financial assets.

  The Group's exposure to customers is diversified and no single customer contributes to more than 10% of outstanding trade receivables and contract assets as at March 31, 2025 and 2024.

- **Geographic concentration of credit risk**
  Geographic concentration of trade receivables (gross and net of allowances) and contract assets is as follows:

	As at March 31, 2025		As at March 31, 2024	
	Gross%	Net%	Gross%	Net%
United States of America	35.40	35.87	42.07	42.67
India	22.51	21.38	18.68	17.44
United Kingdom	14.72	14.97	16.56	16.86

Geographical concentration of trade receivables (gross and net of allowances) and contract assets is allocated based on the location of the customers.

Notes to Consolidated Financial Statements

The allowance for lifetime expected credit losses on trade receivables for the year ended March 31, 2025 and 2024 was $12 million and $12 million respectively. The reconciliation of allowance for expected credit losses is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**143**	**147**
Changes during the year	12	12
Bad debts written off	-	(14)
Translation exchange difference	(3)	(2)
Balance at the end of the year	**152**	**143**

Liquidity risk

Liquidity risk refers to the risk that the Group cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements. The Group consistently generated sufficient cash flows from operations to meet its financial obligations including lease liabilities as and when they fall due.

The tables below provide details regarding the contractual maturities of significant financial liabilities as at:

March 31, 2025	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
	(In million of USD)				
Non-derivative financial liabilities					
Trade payables	1,628	-	-	-	1,628
Lease liabilities	235	235	443	510	1,423
Other financial liabilities	983	28	52	-	1,063
	2,846	**263**	**495**	**510**	**4,114**
Derivative financial liabilities	18	-	-	-	18
Total	**2,864**	**263**	**495**	**510**	**4,132**

March 31, 2024	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
	(In million of USD)				
Non-derivative financial liabilities					
Trade payables	1,197	-	-	-	1,197
Lease liabilities	235	205	403	368	1,211
Other financial liabilities	990	6	9	29	1,034
	2,422	**211**	**412**	**397**	**3,442**
Derivative financial liabilities	14	-	-	-	14
Total	**2,436**	**211**	**412**	**397**	**3,456**

Notes to Consolidated Financial Statements

(j) Equity instruments

The authorised, issued, subscribed and fully paid up share capital consist of the following:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Authorised		
Equity shares of `1 each (4,600,500,000 shares and 4,600,500,000 shares)	86	86
Preference shares of `1 each (1,050,250,000 shares and 1,050,250,000 shares)	20	20
	106	**106**
Issued, Subscribed and Fully paid up		
Equity shares of `1 each (3,618,087,518 shares and 3,618,087,518 shares)	68	68
Total	**68**	**68**

The Company's objective for capital management is to maximise shareholder value, safeguard business continuity and support the growth of the Company. The Company determines the capital requirement based on annual operating plans and long-term and other strategic investment plans. The funding requirements are met through equity and operating cash flows generated. The Company is not subject to any externally imposed capital requirements.

The Company bought back 4,09,63,855 equity shares for an aggregate amount of `17,000 crore (USD equivalent $2,045 million) being 1.12% of the total paid up equity share capital at `4,150 (USD equivalent $49.91) per equity share in the previous year. The equity shares bought back were extinguished on December 13, 2023.

10) Leases

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group accounts for each lease component within the contract as a lease separately from non-lease components of the contract and allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components.

The Group recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use asset is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. Right-of-use assets are tested for impairment whenever there is any indication that their carrying amounts may not be recoverable. Impairment loss, if any, is recognised in profit or loss.

The Group measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses incremental borrowing rate. For leases with reasonably similar characteristics, the Group, on a lease-by-lease basis, may adopt either the incremental borrowing rate specific to the lease or the incremental borrowing rate for the portfolio as a whole. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Group is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The Group recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and profit or loss depending upon the nature of modification. Where the

Notes to Consolidated Financial Statements

carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the re-measurement in profit or loss.

The Group has elected not to apply the requirements of IFRS 16- Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

At the inception of the lease, the Group classifies each of its leases as either an operating lease or a finance lease. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term. In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. When the Group is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Group applies IFRS 15- Revenue from contracts with customers to allocate the consideration in the contract.

The details of the right-of-use assets held by the Group are as follows:

	Additions for the year ended March 31, 2025	Net carrying amount as at March 31, 2025
	(In million of USD)	
Leasehold land	-	107
Buildings	429	947
Leasehold improvements	5	6
Computer equipment	-	17
Furniture, fixtures, office equipment and other assets	3	5
Software licences	-	4
Total	**437**	**1,086**

	Additions for the year ended March 31, 2024	Net carrying amount as at March 31, 2024
	(In million of USD)	
Leasehold land	-	111
Buildings	268	795
Leasehold improvements	-	3
Computer equipment	15	24
Furniture, fixtures, office equipment and other assets	3	5
Software licences	-	8
Total	**286**	**946**

Notes to Consolidated Financial Statements

Depreciation on right-of-use assets is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Leasehold land	1	1
Buildings	200	192
Leasehold improvements	1	1
Computer equipment	7	6
Furniture, fixtures, office equipment and other assets	2	3
Software licences	3	4
Total	**214**	**207**

Changes in lease liabilities are as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**961**	**935**
Addition during the year	360	224
Payments during the year	(197)	(195)
Other non-cash movement	1	9
Translation exchange difference	(26)	(12)
Balance at the end of the year	**1,099**	**961**

Interest on lease liabilities is $75 million and $63 million for the year ended March 31, 2025 and 2024, respectively.

The Group incurred $41 million and $43 million for the year ended March 31, 2025 and 2024, respectively, towards expenses relating to short-term leases and leases of low-value assets.

The total cash outflow for leases is $322 million and $305 million for the year ended March 31 2025 and 2024, respectively, including cash outflow for short term leases and leases of low-value assets.

The Group has lease term extension options that are not reflected in the measurement of lease liabilities. The present value of future cash outflows for such extension periods is $110 million and $98 million as at March 31, 2025 and 2024, respectively.

Lease contracts entered by the Group majorly pertain for buildings taken on lease to conduct its business in the ordinary course.

The Group does not have any lease restrictions and commitment towards variable rent as per the contract.

11) Non-financial assets and non-financial liabilities

(a) Property, plant and equipment

The Group recognizes the cost of an item of property, plant and equipment as an asset if, and only if it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can measured reliably.

Property, plant and equipment are stated at cost comprising of purchase price and any initial directly attributable cost of bringing the asset to its working condition for its intended use, less accumulated depreciation (other than freehold land) and impairment loss, if any.

Depreciation is provided for property, plant and equipment on a straight-line basis so as to expense the cost less residual value over their estimated useful lives based on a technical evaluation. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

Notes to Consolidated Financial Statements

The estimated useful lives are as mentioned below:

Type of asset	Useful lives
Buildings	20 years
Leasehold improvements	Lease term
Computer equipment	4 years
Furniture, fixtures, office equipment and other assets	2-10 years

Depreciation is not recorded on capital work-in-progress until construction and installation are complete and the asset is ready for its intended use. Capital work-in-progress includes capital advances.

Property, plant and equipment with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss.

The carrying amount of an item of property, plant and equipment shall be derecognised on disposal or when no future economic benefits are expected from its use or disposal.

Property, plant and equipment consist of the following:

	Freehold land	Buildings	Leasehold improvements	Computer equipment	Furniture, fixtures, office equipment and other assets	Total
	(In million of USD)					
Cost as at April 1, 2024	**43**	**994**	**331**	**1,701**	**990**	**4,059**
Additions*	185	56	10	171	84	506
Acquisition through a business combination	-	-	-	-	-	-
Disposals	-	-	(6)	(82)	(14)	(102)
Translation exchange difference	1	(24)	(10)	(41)	(26)	(100)
Cost as at March 31, 2025	**229**	**1,026**	**325**	**1,749**	**1,034**	**4,363**
Accumulated depreciation as at April 1, 2024	**-**	**(498)**	**(244)**	**(1,382)**	**(814)**	**(2,938)**
Depreciation	-	(49)	(20)	(187)	(62)	(318)
Disposals	-	-	6	82	14	102
Translation exchange difference	-	12	8	33	21	74
Accumulated depreciation as at March 31, 2025	**-**	**(535)**	**(250)**	**(1,454)**	**(841)**	**(3,080)**
Net carrying amount as at March 31, 2025	**229**	**491**	**75**	**295**	**193**	**1,283**
Capital work-in-progress*						231
Total						**1,514**

* Including additions on account of acquisition of assets (Refer note 20).

	Freehold land	Buildings	Leasehold improvements	Computer equipment	Furniture, fixtures, office equipment and other assets	Total
	(In million of USD)					
Cost as at April 1, 2023	**44**	**981**	**324**	**1,633**	**951**	**3,933**
Additions	-	26	23	117	65	231
Disposals	-	-	(12)	(34)	(14)	(60)
Translation exchange difference	(1)	(13)	(4)	(15)	(12)	(45)
Cost as at March 31, 2024	**43**	**994**	**331**	**1,701**	**990**	**4,059**
Accumulated depreciation as at April 1, 2023	**-**	**(454)**	**(236)**	**(1,223)**	**(777)**	**(2,690)**
Depreciation	-	(50)	(22)	(203)	(62)	(337)
Disposals	-	-	12	33	14	59
Translation exchange difference	-	6	2	11	11	30
Accumulated depreciation as at March 31, 2024	**-**	**(498)**	**(244)**	**(1,382)**	**(814)**	**(2,938)**
Net carrying amount as at March 31, 2024	**43**	**496**	**87**	**319**	**176**	**1,121**
Capital work-in-progress						225
Total						**1,346**

Notes to Consolidated Financial Statements

Changes in Capital work-in-progress are as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**225**	**166**
Addition during the year*	327	290
Capitalised during the year	(321)	(232)
Translation exchange difference	-	1
Balance at the end of the year	**231**	**225**

* Including additions on account of acquisition of assets (Refer note 20).

(b) Goodwill

Goodwill represents the cost of acquired business as established at the date of acquisition of the business in excess of the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities less accumulated impairment losses, if any. Goodwill is tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount.

CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication for impairment. The financial projections basis which the future cash flows have been estimated consider economic uncertainties, reassessment of the discount rates, revisiting the growth rates factored while arriving at terminal value and subjecting these variables to sensitivity analysis. If the recoverable amount of a CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

Goodwill consists of the following:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**478**	**488**
Translation exchange difference	(7)	(10)
Balance at the end of the year	**471**	**478**

Goodwill of $251 million and $257 million as at March 31, 2025 and 2024 has been allocated to TCS business process services (BPS) CGU.

The Group estimated the value-in-use of TCS BPS based on future cash flows of this CGU using a 10.00% annual growth rate for periods subsequent to the forecast period of 5 years and discount rate of 15.00%. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and long term average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the CGU would decrease below its carrying amount.

Goodwill of $82 million and $83 million as at March 31, 2025 and 2024 has been allocated to the TCS business in France. The estimated value-in-use of this CGU is based on the future cash flows using a 1.50% annual growth rate for periods subsequent to the forecast period of 5 years and discount rate of 9.27%. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and long term average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the CGU would decrease below its carrying amount.

The remaining amount of goodwill of $138 million and $138 million as at March 31, 2025 and 2024, respectively, (relating to different CGUs individually immaterial) has been evaluated based on the cash flow forecasts of the related CGUs and the recoverable amounts of these CGUs exceeded their carrying amounts. The estimated value-in-use of these CGUs is based on the future cash flows using a range of 0.50%- 10.50% annual growth rate for periods subsequent to the forecast period of 5 years and discount rate in a range of 5.00%- 23.57%.

Notes to Consolidated Financial Statements

(c) Other intangible assets

Intangible assets purchased including acquired in business combination, are measured at cost as at the date of acquisition, as applicable, less accumulated amortisation and accumulated impairment, if any.

Intangible assets consist of rights under licensing agreement and software licences and customer-related intangibles.

Following table summarises the nature of intangibles and their estimated useful lives:

Type of asset	Useful lives
Rights under licensing agreement and software licences	Lower of licence period and 1-5 years
Customer-related intangibles	3 years

Intangible assets are amortised on a straight-line basis over the period of its economic useful life.

Intangible assets with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in profit or loss.

Intangible assets consist of the following:

	Rights under licensing agreement and software licences	Customer-related intangibles	Total
	(In million of USD)		
Cost as at April 1, 2024	**240**	**16**	**256**
Additions	137	-	137
Disposals / Derecognised	(19)	-	(19)
Translation exchange difference	(6)	-	(6)
Cost as at March 31, 2025	**352**	**16**	**368**
Accumulated amortisation as at April 1, 2024	**(179)**	**(16)**	**(195)**
Amortisation	(87)	-	(87)
Disposals / Derecognised	19	-	19
Translation exchange difference	4	-	4
Accumulated amortisation as at March 31, 2025	**(243)**	**(16)**	**(259)**
Net carrying amount as at March 31, 2025	**109**	**-**	**109**

	Rights under licensing agreement and software licences	Customer-related intangibles	Total
	(In million of USD)		
Cost as at April 1, 2023	**229**	**16**	**245**
Additions	16	-	16
Disposals / Derecognised	(2)	-	(2)
Translation exchange difference	(3)	-	(3)
Cost as at March 31, 2024	**240**	**16**	**256**
Accumulated amortisation as at April 1, 2023	**(124)**	**(16)**	**(140)**
Amortisation	(58)	-	(58)
Disposals / Derecognised	1	-	1
Translation exchange difference	2	-	2
Accumulated amortisation as at March 31, 2024	**(179)**	**(16)**	**(195)**
Net carrying amount as at March 31, 2024	**61**	**-**	**61**

Notes to Consolidated Financial Statements

Function wise amortisation of intangible assets is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Cost of revenue	**74**	**49**
Selling, general and administrative expenses	13	9
Total	**87**	**58**

The estimated amortisation for the years subsequent to March 31, 2025 is as follows:

Year ending March 31,	Amortisation expense
	(In million of USD)
2026	87
2027	14
2028	6
2029	2
Total	**109**

(d) Other assets

Other assets consist of the following:

Other assets – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Advances to suppliers	197	137
Contract assets	730	701
Prepaid expenses	279	246
Contract fulfillment costs	271	190
Indirect taxes recoverable	212	154
Others	41	47
Total	**1,730**	**1,475**

Other assets – Non Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Contract assets	35	35
Prepaid expenses	288	307
Contract fulfillment costs	35	30
Others	30	22
Total	**388**	**394**

Non-current – Others includes advance of $21 million and $21 million towards acquiring right-of-use of leasehold land as at March 31, 2025 and 2024, respectively.

Contract fulfillment costs of $127 million and $101 million for the year ended March 31, 2025 and 2024, respectively, have been amortised in profit or loss. Refer note 12 for changes in contract assets.

Notes to Consolidated Financial Statements

(e) Other liabilities

Other liabilities consist of the following:

Other liabilities – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Advances received from customers	222	221
Indirect taxes payable and other statutory liabilities	564	519
Others	55	42
Total	**841**	**782**

(f) Provisions

Provisions consist of the following:

Provisions – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Provision for foreseeable loss	14	12
Other provisions	7	5
Total	**21**	**17**

12) Revenue recognition

The Group earns revenue primarily from providing IT services, consulting and business solutions. The Group offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions.

Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Group expects to receive in exchange for those products or services.

- Revenue from time and material and job contracts is recognised on output basis measured by units delivered, efforts expended, number of transactions processed, etc.
- Revenue related to fixed price maintenance and support services contracts where the Group is standing ready to provide services is recognised based on time elapsed mode and revenue is straight-lined over the period of performance.
- In respect of other fixed-price contracts, revenue is recognised using percentage-of-completion method ('POC method') of accounting with contract costs incurred determining the degree of completion of the performance obligation. The contract costs used in computing the revenues include cost of fulfilling warranty obligations.
- Revenue from the sale of distinct internally developed software and manufactured systems and third party software is recognised upfront at the point in time when the system / software is delivered to the customer. In cases where implementation and / or customisation services rendered significantly modifies or customises the software, these services and software are accounted for as a single performance obligation and revenue is recognised over time on a POC method.
- Revenue from the sale of distinct third party hardware is recognised at the point in time when control is transferred to the customer.
- The solutions offered by the Group may include supply of third-party equipment or software. In such cases, revenue for supply of such third party products are recorded at gross or net basis depending on whether the Group is acting as the principal or as an agent of the customer. The Group recognises revenue in the gross amount of consideration when it is acting as a principal and at net amount of consideration when it is acting as an agent

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, service level credits, performance bonuses, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

Notes to Consolidated Financial Statements

The Group's contracts with customers could include promises to transfer multiple products and services to a customer. The Group assesses the products / services promised in a contract and identifies distinct performance obligations in the contract. Identification of distinct performance obligation involves judgement to determine the deliverables and the ability of the customer to benefit independently from such deliverables.

Judgement is also required to determine the transaction price for the contract and to ascribe the transaction price to each distinct performance obligation. The transaction price could be either a fixed amount of customer consideration or variable consideration with elements such as volume discounts, service level credits, performance bonuses, price concessions and incentives. The transaction price is also adjusted for the effects of the time value of money if the contract includes a significant financing component. Any consideration payable to the customer is adjusted to the transaction price, unless it is a payment for a distinct product or service from the customer. The estimated amount of variable consideration is adjusted in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur and is reassessed at the end of each reporting period. The Group allocates the elements of variable considerations to all the performance obligations of the contract unless there is observable evidence that they pertain to one or more distinct performance obligations.

The Group exercises judgement in determining whether the performance obligation is satisfied at a point in time or over a period of time. The Group considers indicators such as how customer consumes benefits as services are rendered or who controls the asset as it is being created or existence of enforceable right to payment for performance to date and alternate use of such product or service, transfer of significant risks and rewards to the customer, acceptance of delivery by the customer, etc.

Contract fulfilment costs are generally expensed as incurred except for certain software licence costs which meet the criteria for capitalisation. Such costs are amortised over the contractual period or useful life of licence, whichever is less. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recovered.

Contract assets are recognised when there are excess of revenues earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

Unearned and deferred revenue ("contract liability") is recognised when there are billings in excess of revenues.

The billing schedules agreed with customers include periodic performance based payments and / or milestone based progress payments. Invoices are payable within contractually agreed credit period.

In accordance with IAS 37, the Group recognises an onerous contract provision when the unavoidable costs of meeting the obligations under a contract exceed the economic benefits to be received.

Contracts are subject to modification to account for changes in contract specification and requirements. The Group reviews modification to contract in conjunction with the original contract, basis which the transaction price could be allocated to a new performance obligation or transaction price of an existing obligation could undergo a change. In the event transaction price is revised for existing obligation, a cumulative adjustment is accounted for.

The Group disaggregates revenue from contracts with customers by nature of services, industry verticals and geography.

Revenue disaggregation by nature of services is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Consultancy services	29,792	28,747
Sale of equipment and software licences	387	333
Total	**30,179**	**29,080**

Revenue disaggregation by industry vertical and geography has been included in segment information (Refer note 18).

While disclosing the aggregate amount of transaction price yet to be recognised as revenue towards unsatisfied (or partially satisfied) performance obligations, along with the broad time band for the expected time to recognise those revenues, the Group has applied the practical expedient in IFRS 15. Accordingly, the Group has not disclosed the aggregate transaction price allocated to unsatisfied (or partially satisfied) performance obligations which pertain to contracts where revenue recognised corresponds to the value transferred to customer typically involving time and material, outcome based and event based contracts.

Notes to Consolidated Financial Statements

Unsatisfied (or partially satisfied) performance obligations are subject to variability due to several factors such as terminations, changes in scope of contracts, periodic revalidations of the estimates, economic factors (changes in currency rates, tax laws etc). The aggregate value of transaction price allocated to unsatisfied (or partially satisfied) performance obligations is $21,587 million out of which 46.03% is expected to be recognised as revenue in the next year and the balance thereafter. No consideration from contracts with customers is excluded from the amount mentioned above.

Changes in contract assets are as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**736**	**709**
Invoices raised that were included in the contract assets balance at the beginning of the year	(543)	(475)
Increase due to revenue recognised during the year, excluding amounts billed during the year	573	505
Translation exchange difference	(2)	(3)
Balance at the end of the year	**764**	**736**

Changes in unearned and deferred revenue are as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Balance at the beginning of the year	**495**	**589**
Revenue recognised that was included in the unearned and deferred revenue at the beginning of the year	(439)	(504)
Increase due to invoicing during the year, excluding amounts recognised as revenue during the year	489	419
Translation exchange difference	(13)	(9)
Balance at the end of the year	**532**	**495**

13) Cost recognition

Costs and expenses are recognised when incurred and have been classified according to their primary functions in the following categories:

Cost of revenue

These costs primarily include employee compensation of personnel engaged in providing services, travel expenses, fees to external consultants, cost of equipment and software licences, depreciation and amortisation of production related equipment and software, facility expenses, communication expenses and other project related expenses.

Selling, general and administrative expenses

Selling costs primarily include employee compensation for sales and marketing personnel, travel expenses, advertising, business promotion expenses, bad debts and advances written off, allowance for expected credit losses and doubtful advances (net), facility expenses for sales and marketing offices and market research costs.

General and administrative costs primarily include employee compensation for administrative, supervisory, managerial and practice management personnel, depreciation and amortisation expenses of non-production equipment and software, facility expenses for administrative offices, communication expenses, fees to external consultants and other general expenses.

Notes to Consolidated Financial Statements

Expenses by nature

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Employee cost	17,233	16,918
Fees to external consultants	1,382	1,911
Facility expenses	408	374
Depreciation and amortisation expense	619	602
Cost of equipment and software licences	1,376	446
Travel expenses	380	359
Communication expenses	280	273
Bad debts and advances written off, allowance for expected credit losses and doubtful advances (net)	15	14
Settlement of legal claim	-	115
Other expenses	1,138	1,025
Total	**22,831**	**22,037**

Refer note 16 for function wise bifurcation of employee cost.

The Company made a contribution to an electoral trust of $26 million and NIL for the year ended March 31, 2025 and 2024, respectively, which is included in other expenses.

14) Other income

(a) Finance and other income

Dividend income is recorded when the right to receive payment is established. Interest income is recognised using the effective interest method.

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Dividend received	5	5
Interest on bank balances and bank deposits	105	91
Interest on financial assets carried at fair value through OCI	250	265
Interest on financial assets carried at amortised cost	27	48
Others	8	53
Total	**395**	**462**

(b) Finance costs

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Interest on lease liabilities	75	63
Interest on tax matters	-	4
Other interest costs	19	27
Total	**94**	**94**

Notes to Consolidated Financial Statements

(c) Other gains (net)

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Net gain on disposal of property, plant and equipment	2	-
Net gain on lease modification	2	1
Net gain on disposal / fair valuation of investments carried at fair value through profit or loss	30	36
Net gain on disposal of financial assets other than equity shares carried at fair value through OCI	1	1
Net foreign exchange gain	32	27
Others	6	8
Total	**73**	**73**

15) Income taxes

Income tax expense comprises current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred taxes are recognised in profit or loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

Current income taxes

The current income tax expense includes income taxes payable by the Company and its subsidiaries in India and overseas.

The Company has recognised income tax expenses applying the provisions under section 115BAA of the Income-tax Act, 1961.

Current income tax payable by overseas branches of the Company is computed in accordance with the tax laws applicable in the jurisdiction in which the respective branch operates. The taxes paid are generally available for set off against the Indian income tax liability of the Company's worldwide income.

The current income tax expense for overseas subsidiaries has been computed based on the tax laws applicable to each subsidiary in the respective jurisdiction in which it operates.

Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Advance taxes and provisions for current income taxes are presented in the statement of financial position after off-setting advance tax paid and income tax provision arising in the same tax jurisdiction and where the relevant tax paying unit intends to settle the asset and liability on a net basis.

The Organisation for Economic Co-operation and Development (OECD) has published the model rules for global minimum tax (Pillar Two model rules). Pillar Two legislation has been enacted, or substantively enacted, in certain jurisdictions where the Group operates. The Group is within the scope of the OECD Pillar Two model rules and has evaluated the potential exposure to global minimum tax. The Group does not expect any material financial impact for the current period. The evaluation of the potential exposure is based on the most recent country-by-country reporting, and financial statements for the constituent entities in the Group.

Deferred income taxes

Deferred income tax is recognised using the balance sheet approach. Deferred income tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination, affects neither accounting nor taxable profit or loss at the time of the transaction.

Deferred income tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Notes to Consolidated Financial Statements

Deferred income tax liabilities are recognised for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries where the timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are measured using substantively enacted tax rates expected to apply to taxable income in years in which the temporary differences are expected to be received or settled.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the relevant entity intends to settle its current tax assets and liabilities on a net basis.

The income tax expense consists of the following:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Current tax expense		
Current tax expense for current period	2,141	1,966
Current tax benefit pertaining to prior period	(143)	(51)
	1,998	**1,915**
Deferred tax benefit		
Deferred tax benefit for current period	(43)	-
Deferred tax expense / (benefit) pertaining to prior period	(1)	4
	(44)	**4**
	1,954	**1,919**

The reconciliation of estimated income tax expense at Indian statutory income tax rate to income tax expense reported in statements of profit or loss is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Profit before taxes	7,722	7,484
Indian statutory income tax rate	25.17%	34.94%
Expected income tax expense	1,943	2,615
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense		
Tax holidays	-	(773)
Income exempt from tax	(65)	(63)
Undistributed earnings in branches and subsidiaries	(7)	13
Tax on income at different rates	184	108
Tax pertaining to prior years	(144)	(47)
Effect of tax rate change under new regime	-	53
Others (net)	43	13
Total income tax expense	**1,954**	**1,919**

Notes to Consolidated Financial Statements

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2025 are as follows:

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Exchange difference	Closing balance
	(In million of USD)				
Deferred tax assets / (liabilities) in relation to					
Property, plant and equipment and intangible assets	**87**	35	-	(4)	**118**
Provision for employee benefits	**138**	11	(1)	(3)	**145**
Cash flow hedges	**(1)**	-	-	-	**(1)**
Receivables, financial assets at amortised cost	**50**	4	-	(1)	**53**
Branch profit tax	**(12)**	(7)	-	-	**(19)**
Undistributed earnings of subsidiaries	**(81)**	15	-	2	**(64)**
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	**(14)**	-	(18)	-	**(32)**
Lease liabilities and right-of-use assets	**32**	(3)	-	(1)	**28**
Others	**89**	(11)	-	(5)	**73**
Total deferred tax assets / (liabilities)	**288**	**44**	**(19)**	**(12)**	**301**

Gross deferred tax assets and liabilities are as follows:

As at March 31, 2025	Assets	Liabilities	Net
	(In million of USD)		
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and intangible assets	132	14	118
Provision for employee benefits	145	-	145
Cash flow hedges	(1)	-	(1)
Receivables, financial assets at amortised cost	53	-	53
Branch profit tax	-	19	(19)
Undistributed earnings of subsidiaries	-	64	(64)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(32)	-	(32)
Lease liabilities	196	-	196
Righ-of-use assets	(168)	-	(168)
Others	90	17	73
Total deferred tax assets / (liabilities)	**415**	**114**	**301**

Notes to Consolidated Financial Statements

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2024 are as follows:

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Exchange difference	Closing balance
			(In million of USD)		
Deferred tax assets / (liabilities) in relation to					
Property, plant and equipment and intangible assets	**82**	6	-	(1)	**87**
Provision for employee benefits	**132**	10	(2)	(2)	**138**
Cash flow hedges	**1**	-	(2)	-	**(1)**
Receivables, financial assets at amortised cost	**53**	(2)	-	(1)	**50**
Branch profit tax	**(16)**	4	-	-	**(12)**
Undistributed earnings of subsidiaries	**(64)**	(18)	-	1	**(81)**
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	**(10)**	-	(4)	-	**(14)**
Lease liabilities and right-of-use assets	**30**	2	-	-	**32**
Others	**95**	(6)	-	-	**89**
Total deferred tax assets / (liabilities)	**303**	**(4)**	**(8)**	**(3)**	**288**

Gross deferred tax assets and liabilities are as follows:

As at March 31, 2024	Assets	Liabilities	Net
		(In million of USD)	
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and intangible assets	100	13	87
Provision for employee benefits	141	3	138
Cash flow hedges	(1)	-	(1)
Receivables, financial assets at amortised cost	50	-	50
Branch profit tax	-	12	(12)
Undistributed earnings of subsidiaries	-	81	(81)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(14)	-	(14)
Lease liabilities	157	-	157
Right of use assets	(125)	-	(125)
Others	97	8	89
Total deferred tax assets / (liabilities)	**405**	**117**	**288**

Under the Income-tax Act, 1961 of India, unabsorbed business losses expire 8 years after the year in which they originate. In respect of certain foreign subsidiaries, business losses can be carried forward indefinitely unless there is a substantial change in the ownership.

Unrecognised deferred tax assets relate primarily to business losses and tax credit entitlements which do not qualify for recognition as per the applicable accounting standards. These unabsorbed business losses will expire based on the year of origination as follows:

March 31,	Unabsorbed business losses
	(In million of USD)
2030	-
Thereafter	4
Total	**4**

Notes to Consolidated Financial Statements

Direct tax contingencies

The Company and its subsidiaries have ongoing disputes with income tax authorities in India and in some of the other jurisdictions where they operate. The disputes relate to tax treatment of certain expenses claimed as deduction, computation or eligibility of tax incentives and allowances and characterisation of fees for services received. Contingent liability in respect of tax demands received from direct tax authorities in India and other jurisdictions is $126 million and $224 million as at March 31, 2025 and 2024, respectively. These demand orders are being contested by the Company and its subsidiaries based on the management evaluation and advise of tax consultants. In respect of tax contingencies of $37 million and $38 million as at March 31, 2025 and 2024, respectively, not included above, the Company is entitled to an indemnification from the seller of TCS e-Serve Limited.

The Group periodically receives notices and inquiries from income tax authorities related to the Group's operations in the jurisdictions it operates in. The Group has evaluated these notices and inquiries and has concluded that any consequent income tax claims or demands by the income tax authorities will not succeed on ultimate resolution.

The number of years that are subject to tax assessments varies depending on tax jurisdiction. The major tax jurisdictions of Tata Consultancy Services Limited include India, United States of America and United Kingdom. In India, tax filings from fiscal 2022 are generally subject to examination by the tax authorities. In United States of America, the federal statute of limitation applies to fiscals 2020 and earlier and applicable state statutes of limitation vary by state. In United Kingdom, the statute of limitation generally applies to fiscal 2019 and earlier.

16) Employee benefits

Defined benefit plans

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at the date of each statement of financial position. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling and the return on plan assets (excluding interest), is reflected immediately in the statement of financial position with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost, both vested and unvested, is recognised as an expense at the earlier of (a) when the plan amendment or curtailment occurs; and (b) when the entity recognises related restructuring costs or termination benefits.

The retirement benefit obligations recognised in the statement of financial position represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme.

The Group provides benefits such as gratuity, pension and provident fund (Company managed fund) to its employees which are treated as defined benefit plans.

Defined contribution plans

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits.

The Group provides benefits such as superannuation, provident fund (other than Company managed fund) and foreign defined contribution plans to its employees which are treated as defined contribution plans.

Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. Benefits such as salaries, wages etc. and the expected cost of ex-gratia are recognised in the period in which the employee renders the related service. A liability is recognised for the amount expected to be paid when there is a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Compensated absences

Compensated absences which are expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as undiscounted liability at the date of statement of financial position. Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as an actuarially determined liability at the present value of the defined benefit obligations at the date of statement of financial position using the Projected Unit Credit Method.

Notes to Consolidated Financial Statements

Function wise employee cost consists of the following:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Cost of revenue	13,668	13,189
Selling, general and administrative expenses	3,565	3,729
Total	**17,233**	**16,918**

Employee cost consist of the following:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Salaries, incentives and allowances	15,371	15,145
Contributions to provident and other funds	1,389	1,323
Staff welfare expenses	473	450
Total	**17,233**	**16,918**

Employee benefit obligations consist of the following:

Employee benefit obligations – Current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Compensated absences	566	537
Other employee benefit obligations	5	5
Total	**571**	**542**

Employee benefit obligations – Non-current

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Gratuity liability	2	1
Foreign defined benefit plans	64	60
Other employee benefit obligations	32	21
Total	**98**	**82**

Gratuity and pension

In accordance with Indian law, Tata Consultancy Services Limited and its subsidiaries in India operate a scheme of gratuity which is a defined benefit plan. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The Company manages the plan through a trust. Trustees administer contributions made to the trust. Certain overseas subsidiaries and branches of the Company also provide for retirement benefit pension plans in accordance with the local laws.

Notes to Consolidated Financial Statements

The following table sets out the details of the defined benefit retirement plans and the amounts recognised in the financial statements:

	Year ended March 31, 2025					Year ended March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)									
Change in benefit obligations										
Benefit obligations, beginning of the year	**637**	**-**	**229**	**45**	**911**	**568**	**-**	**223**	**35**	**826**
Translation exchange difference	(16)	-	3	(4)	(17)	(8)	-	-	1	(7)
Plan participants' contribution	-	-	2	-	2	-	-	2	-	2
Service cost	63	-	4	9	76	59	-	4	10	73
Interest cost	47	-	5	2	54	44	-	7	2	53
Remeasurement of the defined benefit obligations	35	-	6	2	43	20	-	(1)	1	20
Past service cost	-	-	-	-	-	-	-	1	1	2
Benefits paid	(43)	-	(8)	(4)	(55)	(46)	-	(7)	(5)	(58)
Benefit obligations, end of the year	**723**	**-**	**241**	**50**	**1,014**	**637**	**-**	**229**	**45**	**911**

	Year ended March 31, 2025					Year ended March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)									
Change in plan assets										
Fair value of plan assets, beginning of the year	**867**	**-**	**247**	**-**	**1,114**	**778**	**-**	**234**	**-**	**1,012**
Translation exchange difference	(22)	-	2	-	(20)	(11)	-	(1)	-	(12)
Interest income	62	-	10	-	72	60	-	7	-	67
Employers' contributions	43	-	7	-	50	73	-	6	-	79
Plan participants' contribution	-	-	2	-	2	-	-	2	-	2
Benefits paid	(43)	-	(8)	-	(51)	(46)	-	(7)	-	(53)
Remeasurement- return on plan assets excluding amount included in interest income	17	-	16	-	33	13	-	6	-	19
Fair value of plan assets, end of the year	**924**	**-**	**276**	**-**	**1,200**	**867**	**-**	**247**	**-**	**1,114**

Notes to Consolidated Financial Statements

	As at March 31, 2025					As at March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)									
Funded status										
Deficit of plan assets over obligations	(2)	-	(14)	(50)	(66)	(1)	-	(15)	(45)	(61)
Surplus of plan assets over obligations	203	-	49	-	252	231	-	33	-	264
	201	**-**	**35**	**(50)**	**186**	**230**	**-**	**18**	**(45)**	**203**

	As at March 31, 2025					As at March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)									
Category of assets										
Corporate bonds	237	-	9	-	246	235	-	44	-	279
Equity instruments	31	-	-	-	31	24	-	45	-	69
Government bonds and securities	417	-	-	-	417	380	-	-	-	380
Insurer managed funds	221	-	248	-	469	208	-	73	-	281
Bank balances	1	-	-	-	1	3	-	9	-	12
Others	17	-	19	-	36	17	-	76	-	93
Total	**924**	**-**	**276**	**-**	**1,200**	**867**	**-**	**247**	**-**	**1,114**

Net periodic gratuity / pension cost, included in employee cost consists of the following components:

	Year ended March 31, 2025					Year ended March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)									
Service cost	63	-	4	9	76	59	-	4	10	73
Net interest on defined benefit (asset) / obligations	(15)	-	(5)	2	(18)	(16)	-	-	2	(14)
Past service cost	-	-	-	-	-	-	-	1	1	2
Net periodic gratuity / pension cost	**48**	**-**	**(1)**	**11**	**58**	**43**	**-**	**5**	**13**	**61**
Actual return on plan assets	**79**	**-**	**26**	**-**	**105**	**73**	**-**	**13**	**-**	**86**

Notes to Consolidated Financial Statements

Remeasurement of the net defined benefit (assets) / obligations:

	Year ended March 31, 2025				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)				
Actuarial losses arising from changes in demographic assumptions	1	-	-	-	1
Actuarial losses arising from changes in financial assumptions	26	-	8	2	36
Actuarial (gains) / losses arising from changes in experience adjustments	8	-	(2)	-	6
Remeasurement of defined benefit obligations	**35**	**-**	**6**	**2**	**43**
Remeasurement- return on plan assets excluding amount included in interest income	(17)	-	(16)	-	(33)
Total	**18**	**-**	**(10)**	**2**	**10**

	Year ended March 31, 2024				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
	(In million of USD)				
Actuarial (gains) / losses arising from changes in demographic assumptions	-	-	-	-	-
Actuarial (gains) / losses arising from changes in financial assumptions	8	-	(5)	1	4
Actuarial losses arising from changes in experience adjustments	12	-	4	-	16
Remeasurement of defined benefit obligations	**20**	**-**	**(1)**	**1**	**20**
Remeasurement- return on plan assets excluding amount included in interest income	(13)	-	(6)	-	(19)
Total	**7**	**-**	**(7)**	**1**	**1**

The assumptions used in accounting for the defined benefit plan are set out below:

	As at March 31, 2025		As at March 31, 2024	
	Domestic plans	Foreign plans	Domestic plans	Foreign plans
Discount rate	6.50%- 6.75%	1.10%- 9.40%	7.00%- 7.25%	1.57%- 9.40%
Rate of increase in compensation levels of covered employees	6.00%- 10.00%	1.25%- 7.00%	5.00%- 10.00%	1.75%- 7.00%
Rate of return on plan assets	6.50%- 6.75%	1.10%- 9.40%	7.00%- 7.25%	1.57%- 9.40%
Weighted average duration of defined benefit obligations	6-12 Years	3-27 Years	2-11 Years	3-27 Years

Future mortality assumptions are taken based on the published statistics by the Insurance Regulatory and Development Authority of India.

The expected benefits are based on the same assumptions as are used to measure the Group's defined benefit plan obligations as at March 31, 2025. The Group is expected to contribute $5 million to defined benefit plan obligations funds for the year ending March 31, 2026 comprising domestic component of $1 million and foreign component of $4 million.

The significant actuarial assumptions for the determination of the defined benefit obligations are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

Notes to Consolidated Financial Statements

If the discount rate increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Increase of 0.50%	(37)	(33)
Decrease of 0.50%	41	36

If the expected salary growth increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Increase of 0.50%	23	20
Decrease of 0.50%	(22)	(19)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligations has been calculated using the Projected Unit Credit Method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligations recognised in the statement of financial position.

Each year an Asset- Liability matching study is performed in which the consequences of the strategic investment policies are analysed in terms of risk and return profiles. Investment and contribution policies are integrated within this study.

The defined benefit obligations shall mature after the year ended March 31, 2025 as follows:

Year ending March 31,	Defined benefit obligations
	(In million of USD)
2026	114
2027	99
2028	103
2029	98
2030	92
2031-2035	397

Provident fund

In accordance with Indian law, all eligible employees of Tata Consultancy Services Limited in India are entitled to receive benefits under the provident fund plan in which both the employee and employer (at a determined rate) contribute monthly to a trust set up by the Company to manage the investments and distribute the amounts entitled to employees. This plan is a defined benefit plan as the Company is obligated to provide its members a rate of return which should, at the minimum, meet the interest rate declared by Government administered provident fund. A part of the Company's contribution is transferred to the Government administered pension fund. The contributions made by the Company and the shortfall of interest, if any, are recognised as an expense in profit and loss under employee cost. In accordance with an actuarial valuation of provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the assumptions as mentioned below, there is no deficiency in the interest cost as the present value of the expected future earnings of the fund is greater than the expected amount to be credited to the individual members based on the expected guaranteed rate of interest of Government administered provident fund.

All eligible employees of Indian subsidiaries of the Company are entitled to receive benefits under the provident fund plan in which both the employee and employer (at a determined rate) contribute monthly to the Government administered provident fund plan. A part of the Company's contribution is transferred to the Government administered pension fund. This plan is a defined contribution plan as the obligation of the employer is limited to the monthly contributions made to the fund. The contributions made to the fund are recognised as an expense in profit and loss under employee cost.

Notes to Consolidated Financial Statements

The following table sets out the details of the defined benefit provident fund plan and the amounts recognised in the financial statements:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Change in benefit obligations		
Benefit obligations, beginning of the year	**3,498**	**3,102**
Translation exchange difference	(87)	(46)
Employee contribution	309	307
Service cost	114	111
Interest cost	282	259
Obligations transferred in	77	97
Benefits paid	(333)	(332)
Benefit obligations, end of the year	**3,860**	**3,498**

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Change in plan assets		
Plan assets, beginning of the year	**3,517**	**3,142**
Translation exchange difference	(88)	(47)
Interest income	282	259
Contributions	423	418
Assets transferred in	77	97
Benefits paid	(333)	(332)
Remeasurement- return on plan assets excluding amount included in interest income	(14)	(20)
Plan assets, end of the year	**3,864**	**3,517**

Net periodic provident fund cost, included in the employee cost consists of the following components:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Service cost	114	111
Net periodic provident fund cost	**114**	**111**

The plan asset investment is as per pattern specified by Employee's Provident Fund Organisation with more than 90% of the assets invested in Government bonds and debt instruments.

The assumptions used in determining the present value obligation of interest guarantee under the deterministic approach are as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Discount rate	6.50%	7.25%
Average remaining tenure of investment portfolio	6 Years	6 Years
Guaranteed rate of return	8.25%	8.25%

The Group expensed $200 million and $205 million for the year ended March 31, 2025 and 2024, respectively towards provident fund.

Notes to Consolidated Financial Statements

Superannuation

All eligible employees on Indian payroll are entitled to benefits under Superannuation, a defined contribution plan. The Group makes monthly contributions until retirement or resignation of the employee. The Group recognises such contributions as an expense when incurred. The Group has no further obligation beyond its monthly contribution.

The Group expensed $59 million and $55 million for the year ended March 31, 2025 and 2024, respectively, towards Employees' Superannuation Fund.

Foreign defined contribution plans

The Group expensed $327 million and $306 million for the year ended March 31, 2025 and 2024, respectively, towards foreign defined contribution plans.

17) Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders of the Company by the weighted average number of equity shares outstanding during the period. The Company did not have any potentially dilutive securities in any of the periods presented.

	Year ended March 31, 2025	Year ended March 31, 2024
Profit for the year attributable to Shareholders of the Company (In million of USD)	5,739	5,542
Weighted average number of equity shares	3,61,80,87,518	3,64,68,51,755
Basic and diluted earnings per share in USD	1.59	1.52
Face value per equity share in `	1	1

18) Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker, in deciding how to allocate resources and assessing performance. The Group's chief operating decision maker is the Chief Executive Officer and Managing Director.

The Group has identified business segments ('industry vertical') as reportable segments. The business segments comprise:

1) Banking, Financial Services and Insurance, 2) Manufacturing, 3) Consumer Business, 4) Communication, Media and Technology, 5) Life Sciences and Healthcare and 6) Others such as Energy, Resources and Utilities, s-Governance and Products.

Revenue and expenses directly attributable to segments are reported under each reportable segment. Expenses which are not directly identifiable to each reporting segment have been allocated on the basis of associated revenue of the segment. All other expenses which are not attributable or allocable to segments have been disclosed as unallocable expenses.

The assets and liabilities of the Group are used interchangeably amongst segments. Allocation of such assets and liabilities is not practicable and any forced allocation would not result in any meaningful segregation. Hence assets and liabilities have not been identified to any of the reportable segments.

Notes to Consolidated Financial Statements

Summarised segment information for the year ended March 31, 2025 and 2024 is as follows:

Year ended March 31, 2025

	Banking, Financial Services and Insurance	Manufacturing	Consumer Business	Communication, Media and Technology	Life Sciences and Healthcare	Others	Total
	(In million of USD)						
Revenue	**11,181**	**2,975**	**4,752**	**5,426**	**3,127**	**2,718**	**30,179**
Segment result	**2,971**	**973**	**1,327**	**1,132**	**880**	**684**	**7,967**
Depreciation and amortisation expense							619
Total unallocable expenses							**619**
Operating profit							**7,348**
Other income (net)							374
Profit before taxes							**7,722**
Income tax expense							1,954
Profit for the year							**5,768**
Significant non-cash items (allocable)	1	-	1	4	(1)	11	15
Significant non-cash items (unallocable)	-	-	-	-	-	-	**-**

Year ended March 31, 2024

	Banking, Financial Services and Insurance	Manufacturing	Consumer Business	Communication, Media and Technology	Life Sciences and Healthcare	Others	Total
	(In million of USD)						
Revenue	**10,978**	**2,836**	**4,751**	**4,755**	**3,229**	**2,531**	**29,080**
Segment result	**2,847**	**877**	**1,238**	**1,318**	**919**	**561**	**7,760**
Depreciation and amortisation expense							602
Settlement of legal claim (Refer note 19)							115
Total unallocable expenses							**717**
Operating profit							**7,043**
Other income (net)							441
Profit before taxes							**7,484**
Income tax expense							1,919
Profit for the year							**5,565**
Significant non-cash items (allocable)	(2)	3	-	-	1	11	14
Significant non-cash items (unallocable)	-	-	-	-	-	-	**-**

Notes to Consolidated Financial Statements

Information regarding geographical revenue is as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Americas (1)	15,115	15,446
Europe (2)	9,396	9,129
India	2,606	1,636
Others	3,062	2,869
Total	**30,179**	**29,080**

Geographical revenue is allocated based on the location of the customers.

Geographical non-current assets (property, plant and equipment, right-of-use assets, goodwill, other intangible assets, income tax assets and other non-current assets) are allocated based on the location of assets.

Information regarding geographical non-current assets is as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Americas (3)	430	517
Europe (4)	476	457
India	2,661	2,259
Others	185	184
Total	**3,752**	**3,417**

(1) includes revenue in the United States of America of $13,148 million and $13,703 million for the year ended March 31, 2025 and 2024, respectively.

(2) includes revenue in the United Kingdom of $5,080 million and $4,811 million for the year ended March 31, 2025 and 2024, respectively.

(3) is substantially related to operations in the United States of America.

(4) includes non-current assets in the United Kingdom of $169 million and $218 million as at March 31, 2025 and March 2024, respectively.

Information about major customers
No single customer represents 10% or more of the Group's total revenue for the year ended March 31, 2025 and year ended March 31, 2024 respectively.

19) Commitments and contingencies

Capital commitments
The Group has contractually committed (net of advances) $301 million and $244 million as at March 31, 2025 and March 31, 2024, respectively, for purchase of property, plant and equipment.

Contingencies

- **Direct tax matters**

  Refer note 15.

- **Indirect tax matters**

  The Company and its subsidiaries have ongoing disputes with tax authorities mainly relating to treatment of characterisation and classification of certain items. The Company and its subsidiaries have demands amounting to $139 million and $139 million as at March 31, 2025 and 2024, respectively, from various indirect tax authorities which are being contested by the Company and its subsidiaries based on the management evaluation and advice of tax consultants.

Notes to Consolidated Financial Statements

- **Other claims**
  - Claims aggregating $29 million and $27 million as at March 31, 2025 and 2024, respectively, against the Group have not been acknowledged as debts.
  - In April 2019, Computer Sciences Corporation (referred to as CSC) filed a legal claim against the Company in the Court of Northern District of Texas and Dallas Division (trial court) alleging misappropriation of trade secrets and other CSC's confidential information and sought preliminary and permanent injunctive relief, and unspecified monetary damages and disgorgement of profits.

A trial before an advisory jury was held and on November 17, 2023, the jury returned an advisory verdict in favour of CSC, finding that the Company misappropriated CSC's trade secrets and recommended compensation of $70 million and a further punitive damage of $140 million to be paid by the Company to CSC. Subsequently, the parties filed their respective written submissions in the matter. On June 13, 2024, the trial court passed a judgement as follows:

1. The Court ordered that the Company is liable to CSC for $56 million in compensatory damages and $112 million in exemplary damages.
2. The Court also assessed that the Company is liable for $26 million in prejudgment interest through June 13, 2024.
3. The Court also passed certain injunction and other reliefs against the Company.

   Pursuant to US Court procedures, a Letter of Credit has been made available to CSC for US $250 million as financial security in order to stay execution of the judgement pending appeal proceedings and conclusion.

   The Company, based on external opinion and legal assessment, believes that it has a strong case and would defend its position vigorously and pursue legal remedies to overturn the adverse judgement of the trial court.

   - In October 2014, Epic Systems Corporation (referred to as Epic) filed a legal claim against the Company in the Court of Western District Madison, Wisconsin alleging unauthorised access to and download of their confidential information and use thereof in the development of the Company's product MedMantra. Pursuant to unfavourable judgment from the District Court and Appeals Court which awarded $140 million as compensatory damages and $140 million as punitive damages, Epic invoked payment of $140 million out of $440 million Letter of Credit provided as security, towards compensatory damages in April 2022. The Company's petition to the Supreme Court to review the entire judgement including both the compensatory and punitive damages re-affirmed by the Appeals Court was rejected by the Supreme Court on November 20, 2023, pursuant to which, punitive damages of $140 million was paid on December 1, 2023. The Company provided the balance punitive damages amount of $115 million in its financial statements for the year ended March 31, 2024 and disclosed the same in the consolidated statement of profit or loss.

- **Letter of comfort**
  The Company has given letter of comfort to banks for credit facilities availed by its subsidiaries. As per the terms of letter of comfort, the Company undertakes not to divest its ownership interest directly or indirectly in the subsidiary and provide such managerial, technical and financial assistance to ensure continued successful operations of the subsidiary.

The amounts assessed as contingent liability do not include interest that could be claimed by counter parties.

Notes to Consolidated Financial Statements

20) List of direct and indirect subsidiaries, country of incorporation and percentage of voting power

Name of the Company	Country of incorporation	% of voting power as at March 31, 2025	% of voting power as at March 31, 2024
Subsidiaries (held directly)			
Tata America International Corporation	USA	100.00	100.00
Tata Consultancy Services Canada Inc.	Canada	100.00	100.00
TCS Iberoamerica S.A.	Uruguay	100.00	100.00
Tata Consultancy Services Belgium	Belgium	100.00	100.00
Tata Consultancy Services Deutschland GmbH	Germany	100.00	100.00
Tata Consultancy Services Netherlands B.V.	Netherlands	100.00	100.00
Tata Consultancy Services Sverige Aktiebolag	Sweden	100.00	100.00
Diligenta Limited	UK	100.00	100.00
Tata Consultancy Services UK Limited	UK	100.00	100.00
Tata Consultancy Services Ireland Limited	Ireland	100.00	100.00
Tata Consultancy Services Asia Pacific Pte. Ltd.	Singapore	100.00	100.00
TCS FNS Pty Limited	Australia	100.00	100.00
APTOnline Limited	India	89.00	89.00
C-Edge Technologies Limited	India	51.00	51.00
MP Online Limited	India	89.00	89.00
TCS e-Serve International Limited	India	100.00	100.00
MahaOnline Limited	India	74.00	74.00
TRIL Bengaluru Real Estate Five Limited	India	100.00	-
TRIL Bengaluru Real Estate Six Limited	India	100.00	-
Tata Consultancy Services (Africa) (Proprietary) Limited	South Africa	100.00	100.00
Tata Consultancy Services Qatar	Qatar	100.00	100.00
TCS Foundation	India	100.00	100.00
Subsidiaries (held indirectly)			
Tata Consultancy Services Argentina S.A.	Argentina	100.00	100.00
Tata Consultancy Services Chile S.A.	Chile	100.00	100.00
Tata Consultancy Services De Mexico, S.A. De C.V.	Mexico	100.00	100.00
Tata Consultancy Services Do Brasil Ltda.	Brazil	100.00	100.00
TCS Inversiones Chile Limitada	Chile	100.00	100.00
TCS Solution Center S.A.	Uruguay	100.00	100.00
Tatasolution Center S.A.	Ecuador	100.00	100.00
MGDC S.C.	Mexico	100.00	100.00
TCS Uruguay S.A.	Uruguay	100.00	100.00
Tata Consultancy Services Guatemala, S.A.	Gautemala	100.00	100.00
Tata Consultancy Services De Espana S.A.	Spain	100.00	100.00
Tata Consultancy Services Italia S.R.L.	Italy	100.00	100.00
Tata Consultancy Services (Portugal), Unipessoal Lda	Portugal	100.00	100.00
Tata Consultancy Services Luxembourg S.A.	Capellen (G.D. de Luxembourg)	100.00	100.00
Tata Consultancy Services Switzerland Ltd	Switzerland	100.00	100.00
Tata Consultancy Services France	France	100.00	100.00

Notes to Consolidated Financial Statements

Name of the Company	Country of incorporation	% of voting power as at March 31, 2025	% of voting power as at March 31, 2024
Tata Consultancy Services Saudi Arabia	Saudi Arabia	100.00	100.00
TCS Business Services GmbH	Germany	100.00	100.00
Tata Consultancy Services Bulgaria EOOD	Bulgaria	100.00	100.00
TCS Technology Solutions GmbH	Germany	100.00	100.00
Tata Consultancy Services Osterreich GmbH	Austria	100.00	100.00
Diligenta (Europe) B.V.	Netherlands	100.00	100.00
Tata Consultancy Services Malaysia Sdn. Bhd.	Malaysia	100.00	100.00
TCS Financial Solutions Australia Pty Ltd	Australia	100.00	100.00
Tata Consultancy Services Indonesia, PT	Indonesia	100.00	100.00
Tata Consultancy Services (China) Co., Ltd.	China	100.00	100.00
TCS Financial Solutions (Beijing) Co., Ltd.	China	-	100.00
Tata Consultancy Services (Thailand) Limited	Thailand	100.00	100.00
Tata Consultancy Services (Philippines) Inc.	Philippines	100.00	100.00
Tata Consultancy Services Japan, Ltd.	Japan	66.00	66.00
Tata Consultancy Services (South Africa) (Proprietary) Limited	South Africa	70.00	100.00

Notes:

1. TCS Financial Solutions (Beijing) Co., Ltd. merged with Tata Consultancy Services (China) Co. Ltd. w.e.f. July 1, 2024.

2. On December 20, 2024, Tata Consultancy Services (Africa) (Proprietary) Limited (TCS Africa), a wholly owned subsidiary of the Company, and Tata Consultancy Services (South Africa) (Proprietary) Limited (TCS SA), a step down wholly owned subsidiary of the Company, had entered into an agreement with Isisekelo Sethu Trust (Trust) to sell and dispose off 30% of shares held by TCS Africa in TCS SA to comply with the Broad-Based Black Economic Empowerment (B-BBEE) guidelines in South Africa. Accordingly, 30% of shares held by TCS Africa in TCS SA were sold to the Trust for a consideration of ZAR 61 million (USD equivalent $4 million) on December 20, 2024. Consequent to the above transaction, TCS SA ceased to be a wholly owned step-down subsidiary of TCS. The Trust is a registered trust in South Africa which is formed for the purpose of, ***inter alia***, facilitating the empowerment and development of previously disadvantaged and economically marginalized people in accordance with Broad Based Black Economic Empowerment Act (B-BBEE Act). It is an independent entity and the Group neither controls nor exercises significant influence over the Trust.

3. On January 29, 2025, the Share Purchase and Securities Purchase Agreement (SSPA) has been executed between Tata Consultancy Services Limited (Company), Tata Realty and Infrastructure Limited (TRIL), TRIL Bengaluru Real Estate Five Limited (TBRF) and TRIL Bengaluru Real Estate Six Limited (TBRS) for acquisition of 100% equity shares and optionally redeemable convertible debentures of TBRF and TBRS held by TRIL, in two tranches at a consideration of $184 million. The acquisition of TBRF and TBRS does not meet the definition of 'business' in accordance with IFRS 3- Business Combinations and is treated as acquisition of assets. The fair value of freehold land as determined by independent valuation is $185 million crore. The fair value of capital work-in-progress is $3 million, inter-corporate deposits is $3 million and the balance is towards the other assets and liabilities taken over.

   Based on the terms of the SSPA, on January 29, 2025 the Company paid $120 million and recognised a financial liability of $64 million (towards consideration payable at a future date for 35% stake) to acquire the entire stake in equity shares and optionally redeemable convertible debentures in TBRF and TBRS. Consequently, TBRF and TBRS have become wholly owned subsidiaries of the Company from that date.

Notes to Consolidated Financial Statements

21) Related party transactions

The Company's principal related parties consist of its holding company Tata Sons Private Limited and its subsidiaries, its own subsidiaries, affiliates and key managerial personnel. The Group's material related party transactions and outstanding balances are with related parties with whom the Group routinely enter into transactions in the ordinary course of business.

Refer note 20 for list of subsidiaries of the Company.

Transactions and balances with its own subsidiaries are eliminated on consolidation.

	Year ended March 31, 2025				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Revenue from operations	8	139	643	-	790
Interest income	-	2	-	-	2
Purchases of goods and services (including reimbursements)	-	947	25	-	972
Brand equity contribution	40	-	-	-	40
Facility expenses	-	1	9	-	10
Lease rental	-	6	7	-	13
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	1	-	-	1
Contribution and advance to post employment benefit plans	-	-	-	483	483
Purchase of property, plant and equipment	-	58	2	-	60
Loans and advances given	-	67	4	-	71
Loans and advances recovered	-	6	1	-	7
Acquisition of assets (Refer note 20)	-	187	-	-	187
Dividend paid	3,726	1	-	-	3,727
Purchase of investments	-	58	-	-	58

Notes to Consolidated Financial Statements

	Year ended March 31, 2024				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Revenue from operations	6	123	541	-	670
Purchases of goods and services (including reimbursements)	-	167	30	-	197
Brand equity contribution	42	-	-	-	42
Facility expenses	-	2	9	-	11
Lease rental	-	6	6	-	12
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	1	-	-	1
Contribution and advance to post employment benefit plans	-	-	-	455	455
Purchase of property, plant and equipment	-	13	12	-	25
Loans and advances given	-	122	12	-	134
Loans and advances recovered	-	1	1	-	2
Loans and advances taken	-	3	-	-	3
Dividend paid	2,186	1	-	-	2,187
Buy-back of shares	1,268	-	-	-	1,268

Balances receivable from related parties are as follows:

	As at March 31, 2025				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Trade receivables and contract assets	2	29	200	-	231
Investments, other financial assets and other assets	-	265	4	-	269
Total	**2**	**294**	**204**	**-**	**500**

	As at March 31, 2024				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Trade receivables and contract assets	1	49	181	-	231
Investment, other financial assets and other assets	-	148	1	-	149
Total	**1**	**197**	**182**	**-**	**380**

Notes to Consolidated Financial Statements

Balances payable to related parties are as follows:

	As at March 31, 2025				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	39	617	36	-	692
Commitments	-	118	6	-	124

	As at March 31, 2024				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
	(In million of USD)				
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	43	120	52	-	215
Commitments	-	169	2	-	171

Material related party transactions are as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Revenue from operations		
Jaguar Land Rover Limited	433	350
Tata Steel IJmuiden BV	51	72
Purchases of goods and services (including reimbursements) and net of cost recovery		
Tejas Networks Limited	888	91
Advances given		
Tejas Networks Limited	59	116
Contribution and advance to post employment benefit plans		
Tata Consultancy Services Employees' Provident Fund	457	421
Acquisition of assets		
Tata Realty and Infrastructure Limited	187	-

Notes to Consolidated Financial Statements

Material related party balances are as follows:

	As at March 31, 2025	As at March 31, 2024
	(In million of USD)	
Trade receivables and contract assets		
Jaguar Land Rover Limited	120	108
Investments, other financial assets and other assets		
Tejas Networks Limited	171	115
Tata Capital Limited	58	-
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities		
Tejas Networks Limited	505	73
Tata Realty and Infrastructure Limited	65	-
Commitments and guarantees		
Tata Projects Limited	111	166

Transactions with key management personnel are as follows:

	Year ended March 31, 2025	Year ended March 31, 2024
	(In million of USD)	
Short-term benefits	5	7
Dividend paid during the year	-*	-*
Post-employment benefits	-*	-*
	5	**7**

*Amount less than $0.50 million.

The remuneration of directors and key executives is determined by the nomination and remuneration committee having regard to the performance of individuals and market trends.

22) The Board of Directors approved post-employment benefits, payable to the retiring COO and Executive Director, which have been actuarially valued. Accordingly, the Company has recorded an expense of $3 million during the year ended March 31, 2025.

23) The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the Company towards Provident Fund and Gratuity. The Ministry of Labour and Employment had released draft rules for the Code on Social Security, 2020 on November 13, 2020. The Company and its Indian subsidiaries will assess the impact and its evaluation once the subject rules are notified. The Company and its Indian subsidiaries will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

Notes to Consolidated Financial Statements

24) Dividends

Dividends paid during the year ended March 31, 2025 include an amount of `28.00 (USD equivalent $0.34) per equity share towards final dividend for the year ended March 31, 2024 and an amount of `96.00 (USD equivalent $1.13) per equity share towards interim dividends (including special dividend) for the year ended March 31, 2025. Dividends paid during the year ended March 31, 2024 include an amount of `24.00 (USD equivalent $0.29) per equity share towards final dividend for the year ended March 31, 2023 and an amount of `45.00 (USD equivalent $0.55) per equity share towards interim dividends (including special dividend) for the year ended March 31, 2024.

Dividends declared by the Company are based on profits available for distribution. On April 10, 2025, the Board of directors of the Company have proposed a final dividends of `30.00 (USD equivalent $0.35) per equity share in respect of the year ended March 31, 2025 subject to approval of shareholders at the Annual General Meeting, and if approved, would result in cash outflow of approximately $1,270 million.

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no: 101248W/W-100022

Aniruddha Godbole
Partner
Membership No: 105149

Mumbai, April 10, 2025

For and on behalf of the Board

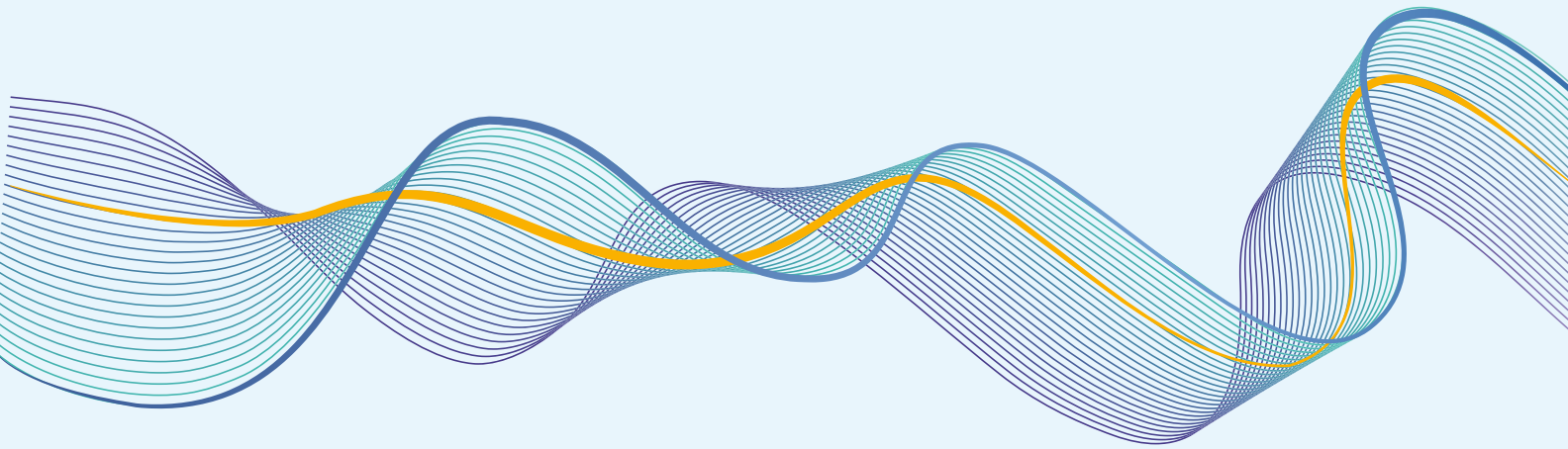
K Krithivasan
CEO and Managing Director
DIN: 10106739

Aarthi Subramanian
Director
DIN: 07121802

Samir Seksaria
CFO

Yashaswin Sheth
Company Secretary

Mumbai, April 10, 2025





Glossary

Abbreviations	
ADM	Application Development and Maintenance
AI	Artificial Intelligence
AIOps	Artificial Intelligence for IT Operations
AI TRiSM	AI Trust, Risk and Security Management
APAC	Asia Pacific
API	Application Programming Interface
AR	Augmented Reality
ASEAN	Association of Southeast Asian Nations
AUC	Assets Under Custody
BFSI	Banking, Financial Services and Insurance
Bp	Basis Point
BPaaS	Business Process as a Service
BPS	Business Process Services
CAGR	Compounded Annual Growth Rate
CBO	Cognitive Business Operations
CC	Constant Currency
CGWA	Central Ground Water Authority
Cloud	Cloud Computing
CMT	Communication, Media and Technology
CMMI-SVC	Capability Maturity Model® Integration For Services
COIN	Co-Innovation Network
CO2e	Carbon Dioxide Equivalent
CPG	Consumer-Packaged Goods
CTI	Cooling Technology Institute
DSO	Days' Sales Outstanding
EACs	Energy Attribute Certificates
EIA	Environmental Impact Assessment
EPS	Earnings Per Share
ERP	Enterprise Resource Planning
ESG	Environment, Social and Governance
ETR	Effective Tax rate
FTE	Full Time Equivalent
GDPR	General Data Protection Regulation
GHGs	Greenhouse Gases
GOs	Guarantees of Origin
HVAC	Heating Ventilation and Air Conditioning System
IoT	Internet of Things
IP	Intellectual Property
ISO	International Organization for Standardization
ISSB	International Sustainability Standards Board
kL	Kilo Liters
KMP	Key Managerial Personnel
kWh	Kilowatt-hours

LatAm	Latin America
LLM	Large Language Model
MEA	Middle East and Africa
MFDM™	Machine First Delivery Model
MJ	Mega Joule
MSP	Managed Services Provider
MVP	Minimum Viable Product
MWh	Megawatt hours
OWC	Organic Waste Converter
PaaS	Platform as a Service
PPP	Purchasing Power Parity
PUE	Power Usage Effectiveness
R&I	Research & Innovation
RECs	Renewable Energy Certificates
RFP	Request for Proposal
ROI	Return on Investment
RPA	Robotic Process Automation
SaaS	Software as a Service
SBTi	Science Based Targets Initiative

SDGs	Sustainable Development Goals
SDLC	Software Development Lifecycle
SEZ	Special Economic Zone
SOC	Security Operations Center
STEM	An Education in the fields of Science, Technology, Engineering and Math
T&M	Time and Materials Contract
tCO2e	Tonnes of Carbon Dioxide Equivalent
TCV	Total Contract Value
Turnkey Contracts	Fixed Price Contracts
UPS	Uninterruptible Power Supply
VFD	Variable Frequency Drive
VR	Virtual Reality
VRF	Variable Refrigerant Flow
WRI	World Resource Institute
XR	Extended reality
Y-o-Y	Year-on-Year
ZWL	Zero Waste to Landfill

Explanation of Terms	
5G	Fifth generation wireless technology for digital cellular networks. 5G is expected to be much faster and enable much higher volumes of data sharing than earlier generations of cellular networks. Its massive capacity and ultra-low latency are expected to usher in an era of hyper-connectivity, enabling newer use cases such as autonomous cars, and accelerating the adoption of IoT.
Adaptive AI	Adaptive AI systems support a decision-making framework centered around making faster decisions while remaining flexible to adjust as issues arise. These systems aim to continuously learn based on new data at runtime to adapt more quickly to changes in real-world circumstances. The AI engineering framework can help orchestrate and optimize applications to adapt to, resist or absorb disruptions, facilitating the management of adaptive systems.
Agentic AI	Agentic AI uses sophisticated reasoning and iterative planning to autonomously solve complex, multi-step problems.
Agile	A collaborative approach for IT and business teams to develop software incrementally and faster. TCS has pioneered the Location Independent Agile™ model that allows for deployment at scale and helps globally distributed organization execute large transformational programs quickly, while ensuring stability and quality.
Agile Workspaces	These are key enablers of TCS' Location Independent Agile model and represent the next generation work environment that facilitates greater collaboration among teams. It is characterized by partition-less open offices, informal seating, interactive surfaces for information capture, and modern collaboration devices for increased productivity.
AgilityDebt™	AgilityDebt™ is a simple index developed by TCS, which uniquely indicates the burden carried by an organization that restricts its Agility. The index is arrived at based on a holistic Agile maturity assessment framework that measures the gap against required Agile talent, roles, team composition, delivery practices, Agile culture, Agile technology and DevOps enablers. TCS uses AgilityDebt™ to assess where the customer's teams are in the Agile journey, find the bottlenecks, and accelerate their Agile transformations.
AI Assistant	A software agent that uses AI technologies to perform tasks or services for an individual. These assistants can understand and interpret human speech or text inputs, enabling them to execute commands, answer questions, or assist with tasks like scheduling, reminding, or even controlling smart home devices.
AI Copilot	A virtual assistant that offers real-time guidance and feedback to enhance a human being's work.
AI Engineering	AI engineering is foundational for enterprise delivery of AI solutions at scale. The discipline unifies DataOps, MLOps and DevOps pipelines to create coherent enterprise development, delivery (hybrid, multicloud, edge), and operational (streaming, batch) AI-based systems.
AIOps	AIOps (Artificial Intelligence for IT Operations) combines big data and machine learning to automate IT operations processes, including event correlation, anomaly detection and causality determination.

AI TRiSM	AI trust, risk and security management (AI TRiSM) ensures AI model governance, trustworthiness, fairness, reliability, robustness, efficacy and data protection. This includes solutions and techniques for model interpretability and explainability, AI data protection, model operations and adversarial attack resistance.
Algo Retail™	TCS' proprietary approach and suite of intellectual property that enables retailers to seamlessly integrate and orchestrate data flows across the retail value chain, harnessing the power of analytics, AI and machine learning in the areas of personalization, pricing optimization, marketing, online search and commerce to unlock exponential business value.
Amortization	Systematic allocation of the depreciable amount of an intangible asset over its useful life.
Analytics	In the enterprise context, this is the discovery, interpretation, and communication of meaningful patterns in business data to predict and improve business performance.
Annuity Contracts	A long-term contract which can guarantee regular payments.
APIfication	The process of exposing a discrete business function or data within an enterprise's systems through APIs.
Application Development and Maintenance	Design, development, and deployment of custom software; ongoing support, upkeep, and enhancement of such software over its lifetime.
Application Programming Interface	A set of easily accessible protocols for communication among various software components.
Artificial General Intelligence	A type of artificial intelligence that can perform as well or better than humans on a wide range of cognitive tasks.
Artificial Intelligence	Technology that emulates human performance by learning, coming to its own conclusions, understanding complex content, engaging in natural dialogs with people, augmenting human effort or replacing people on execution of non-routine tasks. Also known as Cognitive Computing.
Assets Under Custody	A measure of the total assets for which a financial institution, typically a custodian bank, provides custodian services.
Attrition	Measures what portion of the workforce left the organization (voluntarily and involuntarily) over the last 12 months (LTM). Attrition (LTM) = Total number of departures in the LTM / closing headcount
Augmented Analytics	Augmented analytics is the use of enabling technologies such as Machine Learning and AI to assist with data preparation, insight generation and insight explanation to augment how people explore and analyze data in analytics and BI platforms. It also augments the expert and citizen data scientists by automating many aspects of data science, machine learning, and AI model development, management and deployment.
Augmented Reality	Technology that superimposes a computer-generated image on a user's view of the real world to enrich the interaction.
Automation	The execution of work by machines in accordance with rules that have either been explicitly coded by a human or 'learned' by the machine through pattern recognition of data. Popular types include Robotic Process Automation and Cognitive Automation.
Avatar	An avatar is a digital representation of yourself, whether it's in a video game, the metaverse, or wherever else it might be applicable.
Basis Point	One hundredth of a percentage point, that is, 0.01 percent.
Big Data	A high volume, high velocity, and/or high variety information asset that require new forms of processing to enable enhanced decision making, insight discovery, and process optimization.
Blockchain	A distributed database that maintains a continuously growing list of records, called blocks, secured from tampering and revision.
Business Process as a Service	Refers to the delivery of BPS over a cloud computing model. Whereas traditional BPS relies on labor arbitrage to reduce costs, BPaaS aggregates demand using the cloud, servicing multiple customers with a single instance, multi-tenant platform and shared services, thereby delivering significant operating efficiencies. The pricing model is usually outcome based.
Business Process Services	Designing, enabling, and executing business operations including data management, analytics, interactions and experience management.
Buyback	A corporate action in which a company returns excess cash to shareholders by buying back its shares from them and usually extinguishing those shares thereafter. The company's equity share capital and the number of shares outstanding in the market correspondingly reduces.
Capital Expenditure (CapEx)	Funds used by a company to purchase property, plant and equipment and intangible assets (net of proceeds from disposal of such assets) and for payment including advances for acquiring right-of-use assets.
Carbon dioxide equivalent	It is a standard unit for accounting greenhouse gas (GHG) emissions from carbon dioxide or another greenhouse gases, such as SOX, NOX, methane, etc.

Cash and Cash Equivalents	Cash comprises cash on hand and demand deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.
Cash Flow	Inflows and outflows of cash and cash equivalents.
Cash Flow from Operating Activities	Primarily derived from the principal revenue producing activities. Therefore, they generally result from the transactions and other events that enter into the determination of profit or loss.
Central Ground Water Authority	Central Ground Water Authority is a statutory authority under the Ministry of Jal Shakti, which is responsible for groundwater management and conservation in India.
Chatbots	Computer programs designed to simulate conversation with human users, especially over the internet. They are typically used in dialog systems for various practical purposes like customer service or information acquisition.
Cloud Computing	The delivery of easily provisionable computing resources – servers, storage, databases, networking, software, analytics and more – over the internet, consumed on a pay-as-you-go basis.
Cloud Native	A cloud native application consists of discrete, reusable components known as microservices that are designed to integrate into any cloud environment.
Cognitive Automation	The use of AI and machine learning to automate relatively more complex tasks that require reasoning capability and contextual awareness. TCS' ignio™ a leading cognitive automation software product in the market today.
Cognitive Business Operations (CBO)	An integrated offering where TCS takes responsibility for the outcome of an entire slice of the customers' operations including the business processes and the underlying IT infrastructure, and uses cognitive automation to transform that operational stack.
Co-Innovation Network	This is an extended, global innovation ecosystem curated by TCS, to harness the innovation efforts of start-ups and academia, and incorporate them into transformational solutions built by TCS for its customers.
Compounded Annual Growth Rate (CAGR)	The annual growth rate between any two points in time, assuming that it has been compounding during that period.
Connected Clinical Trials (CCT) Platform	Part of the TCS ADD suite, CCT is an innovative software-as-a-service platform that enables life sciences companies to significantly transform patient engagement in clinical trials and improve adherence to protocols, as well as the efficiency and accountability of clinical trials.
Constant Currency	The basis for restating the current period's metric at exchange rates applicable for the reference period and reporting growth over the reference period.
Contextual Knowledge	This is tacit knowledge pertaining to, and specific to, the granular nuances of a customer's business and IT landscape, acquired on the job over a period of time. TCS teams use their contextual knowledge to design technology solutions that are uniquely tailored for that customer, and therefore, a potential source of competitive differentiation.
Conversational AI	Conversational artificial intelligence (AI) refers to technologies, like chatbots or virtual agents, which users can talk to. They use large volumes of data, machine learning, and natural language processing to help imitate human interactions, recognizing speech and text inputs and translating their meanings across various languages.
Core Banking System	A back-end system that processes daily banking transactions and posts updates to accounts and other financial records; typically includes deposit, loan and credit processing capabilities, with interfaces to general ledger systems and reporting tools.
Core Transformation	Modernization initiatives that target one or more elements of the organization's operations stack consisting of business processes, software systems and underlying infrastructure, usually to enable greater agility, scalability, resilience and superior customer experience. These are typically large in scale and scope and entail the integrated delivery of multiple capabilities.
CTI certified cooling tower	A CTI certified cooling tower is one that has undergone testing and certification by the Cooling Technology Institute (CTI) to ensure it performs as specified by the manufacturer
Cyber Security	Technologies, processes and practices designed to protect networks, computers, programs and data from attack, damage or unauthorized access.
Data Center	A data center is the department in an enterprise that houses and maintains back-end IT systems and data stores — its mainframes, servers and databases. In the days of large, centralized IT operations, this department and all the systems resided in one physical place, hence the name data center.
Data Lake	A data lake is a concept consisting of a collection of storage instances of various data assets. These assets are stored in a near-exact, or even exact, copy of the source format and are in addition to the originating data stores.
Data Mining	Data mining is the practice of obtaining valuable information from data sets. The data can be in any form, such as text, audio, or video data. Data mining aims to find actionable insights in the data that can improve business decisions or solve problems. For instance, data mining can discover customer buying patterns and target ads towards people who would likely purchase a product.

Days' Sales Outstanding (DSO)	A popular way of depicting the Trade Receivable relative to the company's Revenue. DSO = Trade Receivable * 365 / LTM Revenue
Deep Learning	Subset of machine learning that uses neural networks with many layers (deep neural networks) to analyze various factors and make decisions.
Depreciation	Systematic allocation of the depreciable amount of an asset over its useful life.
Designated Person	Designated Persons for the purpose of the TCS Code and the Regulations shall mean the persons so designated by the Board in consultation by the Compliance Officer, from time to time, on the basis of their role and function in the Company and the access that such role and function provides to unpublished price sensitive information in addition to seniority and professional designation.
DevOps	Represents a new way of working to rapidly deploy new releases of software in production using high levels of automation and tooling. TCS recommends the adoption of DevOps, along with Agile for speed to market.
Digital	Represents technologies such as Social Media, Mobility, Analytics, Big Data, Cloud, Artificial Intelligence and Internet of Things._
Digital Divide	Digital Divide refers to the unequal spread of technology and the opportunities it affords between different socioeconomic groups in a society.
Digital Twin	A digital replica of a physical entity. For instance, a digital twin of a factory is a virtual model of the factory built using its data, process, people information. The impact of any change in a process in the real factory can be studied by simulating the change in the digital twin.
Discretionary Spend	Also known as Change the Business (CTB) spend, it is that portion of the IT budget which is used to fund projects that are not, strictly speaking, essential for day-to-day operations, but are more transformative in nature. In uncertain economic times, when businesses are forced to cut spends in response to decline in income, discretionary spend is often the first to be scrutinized. However, what is considered discretionary is subjective and may differ considerably amongst businesses even within the same sector.
Dividend	One form of distribution of profits earned by the Company and is usually declared as an amount per equity share held by the Shareholders. TCS has a policy of declaring quarterly interim dividends and the final dividend is approved by the shareholders in the Annual General Meeting.
Earnings Per Share (EPS)	The amount of a given period's Net profit attributable to a single share after deducting any preference dividend and related taxes. EPS = [Net profit attributable to shareholders of the company – Preference dividend, if any] / Weighted average number of equity shares outstanding during the period
Edge Computing	Computing and storage that is located on servers on the edge of the network, in close proximity to the users, but not through an on-premises data center; usually reserved for low latency use cases.
Effective Tax Rate (ETR)	The proportion of the Profit Before Tax that is provided towards income taxes. ETR = Tax expense / Profit Before Tax
Energy Attribute Certificates	Energy Attribute Certificates are market-based instruments that can be used by the bearer to claim renewable energy consumption. Each EAC is equivalent to 1 MWh of electricity.
Engineering and Industrial Services	Consists of next generation product engineering, manufacturing operations transformation, services transformation, embedded software and Internet of Things.
Enterprise Agile	The adoption of Agile methods across all the business functions of the enterprise, designed to empower employees, foster collaboration and drive a culture of continuous innovation at scale.
Enterprise Resource Planning	Enterprise resource planning (ERP) is a software system that helps organizations streamline their core business processes, including finance, HR, manufacturing, supply chain, sales, and procurement—with a unified view of activity and provides a single source of truth.
Environmental Impact Assessment	It is an environmental impact study which needs to be conducted as per Ministry of Environment and Forest (MoEF) requirements for new construction/ expansion projects.
Environment, Social and Governance	Environment, social and governance (ESG) is a system for how to measure the sustainability of a company in three specific categories: environment, social and governance.
Extended reality	Extended reality, an umbrella term that covers augmented reality, virtual reality and mixed reality.
Fair Value	The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.
Fine Tuning	Process of slightly adjusting or tweaking the parameters of an existing model, which has already been pre-trained on a large dataset, to perform a specific task.
Fintech	Businesses that use technology to make financial services more efficient. Some fintech developments have improved traditional services, for example mobile banking apps, while others have revolutionized services such as pay per mile car insurance, or created new products, such as Bitcoin.

Fixed Price Contracts	A form of services contracts where the vendor takes a turnkey responsibility for delivering a solution for a certain price and within a mutually agreed timeframe. The customer is billed on completion of key project milestones and related deliverables. This arrangement gives the vendor considerable flexibility in the staffing and execution of the project. On the other hand, it also means bearing the project risk.
Foundation Models	Foundation models are large-parameter models that are trained on a broad gamut of datasets in a self-supervised manner. They are mostly based on transformers or diffusion deep neural network architectures and will potentially be multimodal in the near future. They are called foundation models because of their critical importance and applicability to a wide variety of downstream use cases. This broad applicability is due to the pretraining and versatility of the models.
Framework	A kind of intellectual property, consisting of software which provides generic functionality for a certain business use case, and which is customized for a specific customer's needs with additional code. Use of such pre-built code reduces time to market and results in more stable, reliable solutions.
Free Cash Flow	Represents the cash a company generates through its operations, less the capital expenditure. Free cash flow = Cash flow from operating activities – Capital expenditure
Function Point	A function point is a granular building block of software, based on a functional view of that system, represented by a code snippet whose logic helps the user accomplish something. The concept is used while estimating the effort for building a new application, by decomposing it into its constituent function points of varying levels of complexity.
Furlough	A temporary cessation of work without pay for the employees, usually implemented by organizations facing difficult economic conditions, and in lieu of laying off employees.
Gamification	The process of adding games or game-like elements to any activity to enrich experiences and encourage user participation.
GDPR	General Data Protection Regulation, a European Union regulation for data protection and privacy.
Generative AI	Generative AI describes any type of artificial intelligence (AI) that is capable of generating new content, including text, images, video, audio, simulations, code or synthetic data. It involves the use of machine learning algorithms to learn patterns across a large data set and generate new content based on those patterns.
Global Capability Centers (GCC) / Captive units	Captive units include both MNC-owned units that undertake work for the parents' global operations and the company owned units of domestic firms, set up in offshore locations offering cheaper labor pool, helping the parent to reduce its operational costs.
Green-Tariff	Green tariffs are specialized retail tariffs that electricity distribution companies (discoms) charge for the sale of Renewable Energy (RE) to their consumers. Businesses can sign up for these tariffs and claim RE consumption, while discoms procure electricity on their behalf from RE project developers.
Greenhouse Gas	These are gases that trap heat in the atmosphere leading to global warming and climate change.
Growth and Transformation	Initiatives launched to improve the enterprise's revenues, leveraging technology to adopt new business models, drive new revenue streams, enhance customer experience or target new customer segments. This contrasts with traditional outsourcing engagements where the focus is on improving efficiency and saving costs.
Hallucination	Tendency of large language models to make things up or provide output that seems plausible but is factually incorrect or unverifiable.
Hybrid Cloud	An enterprise IT infrastructure model that combines private clouds, public clouds and on-premise data centers, to meet the compute and storage needs of the business.
Immediate Relative	Immediate Relative for the purpose of TCS Code, includes the spouse of Designated Person (mandatory); parent, sibling, and child of such DP or of the spouse, dependent financially on such DP, or consults such DP in taking decisions relating to trading in securities.
Innovation Days	Focused workshops with a TCS customer where researchers and business leaders from both organizations participate to explore emerging technologies for specific customer problems.
Innovation Forum	TCS' thought leadership event that is held in major and emerging markets. It brings together researchers from academia, innovators from the start-up ecosystem, technology watchers, futurists and customers to brainstorm around emerging technologies.
Inorganic Growth	Growth in revenue due to mergers, acquisitions or takeovers, rather than due to an increase in the company's own business activity.
Intellectual Property	An asset that is the result of a creative design or idea, such as patents, copyrights, reusable code, software products and platforms, and gives the owner exclusive rights over its usage, such that no one can copy or reuse the creation without the owner's permission.
Interactive Technology	Allows for a two-way flow of information through an interface between the user and the technology; the user usually communicates a request for data or action to the technology with the technology returning the requested data or result of the action back to the user.

Internet of Things	A network of interconnected machines or devices embedded with sensors, software, network connectivity, and necessary electronics to generate and share run-time data that can be studied and used to monitor or control remotely, predict failure, and optimize the design of those machines / devices.
Invested Funds	Funds that are highly liquid in nature and can be readily converted into cash. Invested funds = Cash and cash equivalents + Investments + Deposits with banks + Inter-corporate deposits.
Involuntary Attrition	A reduction in the workforce due to the employer's decision to terminate employment, instead of the employees' decision to leave.
Key Managerial Personnel	At TCS, this refers to the Chief Executive Officer & Managing Director, Executive Director- President & Chief Operating Officer, Chief Financial Officer and the Company Secretary.
Key Performance Indicator	A key performance indicator is a high-level measure of system output, traffic or other usage, simplified for gathering and review on a weekly, monthly or quarterly basis. Typical examples are bandwidth availability, transactions per second and calls per user. KPIs are often combined with cost measures (e.g., cost per transaction or cost per user) to build key system operating metrics.
Kilo Litres	It is a unit used to measure and report water usage in TCS' offices.
Kilowatt Hours	It is used as a unit of measurement of electricity. Mn kWh refers to Million Kilowatt Hours.
Large Language Models	This is a language model used to train generative AI and consists of a neural network with many parameters (typically billions of weights), trained on large volumes of unlabeled text. By tracking words in sequences, it learns both context and meaning in language, enabling it to generate text artifacts that look they were written by humans.
LED	An LED lamp or LED light is an electric light that produces light using light-emitting diodes (LEDs). A light-emitting diode (LED) is a semiconductor device that emits light when current flows through it. LED lamps are significantly more energy-efficient than equivalent incandescent lamps and fluorescent lamps.
Location Independent Agile	A method to orchestrate globally distributed stakeholders and talent into Agile teams for improved speed to market in large transformational programs. It comprises processes, structure, and technology that allows enterprises to overcome location constraints and embrace Agile methods on a global scale.
Low-Code, No Code	New software development platforms that offer a drag and drop user interface to allow business users to build custom web or mobile applications without actually having to write the code. The difference between the two is related to the extent of programming ability needed. The former might still require some amount of programming, while the latter is entirely drag and drop. In addition to boosting innovation within the enterprise, these platforms also drive-up productivity of programmers.
Machine First™ Delivery Model	A model that integrates analytics, AI and automation deep within the enterprise to redefine how humans and machines work together and to effectively deliver superior outcomes.
Machine Learning	A type of artificial intelligence that provides computers with the ability to learn behaviors without being explicitly programmed and relying on patterns and inference instead.
Managed Services	This is the practice of outsourcing to one service provider, also known as the Managed Services Provider (MSP), the end-to-end responsibility for providing, or orchestrating the provision through third party providers of, services around a range of processes and functions, in order to improve efficiency, service quality, agility and scalability.
Managed Services Provider	Service providers with the sole, end-to-end responsibility of providing Managed Services.
Market Capitalization	The total market value of a company's total outstanding equity shares at a point in time. Market Capitalization = Last Trading Price * Total number of outstanding shares
Mega Joule	Mega Joule is used as a unit of measurement of energy (electricity as well as fuel use).
Megawatt hours	Megawatt hours is used as a unit of measurement of electricity. 1 MWh=1000kWh
Metadata	Metadata is information that describes various facets of an information asset to improve its usability throughout its life cycle. It is metadata that turns information into an asset. The more valuable the information asset, the more critical it is to manage the metadata about it, because it is the metadata definition that provides the understanding that unlocks the value of data.
Metaverse	A virtual 3D environment that a user can experience explore on a computer or VR headset. Users can interact with each other in several ways, including social networking, gaming, and shopping.
Minimum Viable Product	The most basic version of a new product built in an agile development cycle, with the bare minimum functionality, made available to users at the earliest to get user feedback and validate product value with minimum investment. Once validated, its features and functionalities are continually augmented in subsequent iterative cycles.

Mobility	Digital technology which includes- Information, convenience, and social media all combined together, and made available across a variety of screen sizes and hand-held devices.
Natural Language Processing	Branch of Artificial Intelligence that deals with the interaction between computers and humans through natural language, involving complex and challenging tasks such as speech recognition, natural language understanding, and natural language generation.
Neural Network	A neural network is a type of data processing, inspired by biological neurons, that converts between complex objects (such as audio and video) and tokens suitable for conventional data processing.
Non-Controlling Interests	The share of the net worth attributable to non-controlling shareholders of the subsidiaries.
Non-discretionary Spend	Also known as Run the Business (RTB) spend is that portion of the IT budget that covers the basic IT activities required to keep a business running. Even in tough economic times, non-discretionary spending remains relatively unaffected.
Open Source	Open source describes software that comes with permission to use, copy and distribute, either as is or with modifications, and that may be offered either free or with a charge. The source code must be made available.
Operating Model	The manner in which processes are defined, and activities are organized to create and deliver value to a target audience. An IT operating model covers activities around new system development, application and infrastructure support whereas business operating models address execution of actions specific to a business function.
Operating Model Transformation	Redefining individual processes by embedding AI, machine learning and other forms of automation to reduce the need for human intervention, resulting in a leaner operating model that is faster, more agile and more resilient. Such transformations – whether in IT or business – can be significantly accelerated using TCS Cognix.
Options Contract	A hedging instrument that offers the buyer the right to buy or sell the underlying asset (such as stocks or currency) on a future date, at a specified price, for a small upfront fee called options premium. Eg: TCS purchases an options contract to sell USD 1 million @ ₹87/US$ after 3 months, paying an option premium of ₹1 million. With this, TCS will have the right to sell USD 1 million at an exchange rate of ₹87, even if the prevailing market rate at the end of three months is, say ₹85. On the other hand, if the market rate is higher, say ₹89, then TCS can choose to let the options contract lapse and instead sell at the market rate.
Organic Growth	The revenue growth a company can achieve by increasing its existing business activity. This does not include growth attributable to takeovers, acquisitions or mergers.
Organic Waste Converter	Organic Waste Converter is a machine that converts your organic waste into organic manure or fertilizer.
Personalization	Segmentation and responding to individual transactions, customized for a single customer in a single instance.
Platforms	A group of technologies that are used as a base upon which other applications, processes or technologies are developed. Useful for optimizing costs and efforts and eliminating iterative tasks to drive strategic business initiatives.
Platform as a Service (PaaS)	A category of cloud computing that provides a platform and environment to allow developers to build applications and services over the internet. PaaS services are hosted in the cloud and accessed by users simply via their web browser.
Power Usage Effectiveness	It is the ratio of the total amount of electricity used by a data center facility to the electricity used by the computing equipment in the data center.
Pricing	The price charged to the customer for a billable effort, turnkey project or a certain process outcome, depending on the nature of the contract. See Realization.
Private Cloud	Refers to a model of cloud computing where IT infrastructure, in terms of compute and storage resources, are provisioned for the dedicated use of a single organization.
Product	In the technology context, it refers to a packaged software program that is made available to multiple customers either on a license basis, or on a subscription basis, to enable the execution of certain common tasks or processes or business functions in a standardized way. This is the opposite of bespoke or custom software which is built to specifications to meet a customer's unique needs.
Prompt	A specific instruction, question, or input provided to an AI model to guide its generation of content.
Prompt Engineering	Prompt engineering is the process of writing, refining and optimizing inputs to encourage GenAI systems to create specific, high-quality outputs.
Public Cloud	A computing service model used for the provisioning of storage and computational services to the general public over the internet. Public cloud facilitates access to IT resources on a 'pay as you go' billing model.
Purchasing Power Parity	Purchasing Power Parity exchange rate is the rate at which the currency of one country would have to be converted into that of another country to buy the same amount of goods and services in each country.

Quantum Computing	Quantum computing is a type of non-classical computing that operates on the quantum state of subatomic particles. The particles represent information as elements denoted as quantum bits (qubits). A qubit can represent all possible values simultaneously (superposition) until read. Qubits can be linked with other qubits, a property known as entanglement. Quantum algorithms manipulate linked qubits in their undetermined, entangled state, a process that can address problems with vast combinatorial complexity.
Realization	The revenue received by the company per utilized effort. Pricing varies by service and by market. Consequently, there can be changes in realization compared to a prior period, due to changes in the underlying business or geographic mix during the period.
RECs/ GOs	Renewable Energy Certificates / Guarantees of Origin are Energy Attribute Certificates used in different markets.
Related Party Transactions	Any transaction between a company and its related party involving transfer of services, resources or any obligation, regardless of whether a price is charged.
Responsible AI	Responsible Artificial Intelligence is an approach to developing, assessing, and deploying AI systems in a safe, trustworthy, and ethical way.
Revenue	The income earned by the company from operations by providing IT and consulting services, software licenses, and hardware equipment to customers.
RFP	Request for Proposal, meaning a document that solicits proposal, often made through a bidding process, by an entity interested in procurement of IT services, to potential service providers to submit business proposals. An RFP is floated early in the procurement cycle and requested information may include basic corporate information and history, financial information, technical capability and estimated completion period, and customer references.
Robotic Process Automation	The use of software tools to automate high-volume, repeatable tasks that previously required humans to perform. RPA is best suited for relatively simple and stable processes. Dynamic changes in the environment require ongoing upkeep of robots, diluting the economic benefit of the automation. Increasingly, customers are preferring cognitive automation over RPA.
SBTi	Science Based Targets Initiative (SBTi) is a global organization that helps companies and financial institutions set emissions reduction targets aligned with climate science. It enables organizations worldwide to play their part in combating the climate crisis.
Scope 1, Scope 2, Scope 3 emissions	Greenhouse gas emission accounting categories as per the Greenhouse Gas Protocol. Scope 1 emissions includes direct emissions from operations. Scope 2 emissions are emissions from procured electricity, heat and steam. Scope 3 consists of value chain emissions (both upstream and downstream).
Security Operations Center	A Security Operations Center is responsible for protecting an organization against cyber threats. SOC analysts perform round-the-clock monitoring of an organization's network and investigate any potential security incidents.
Shareholder Payout Ratio	The proportion of earnings paid to shareholders as a percentage of the company's earnings, i.e. Net profit attributable to shareholders of the company. Payout can be in the form of dividend and share buyback, including taxes thereon.
Simplification	The rationalization of IT architectures through consolidation of systems and elimination of redundant systems and layers. The primary purpose is to shrink the IT footprint and make operations leaner and more efficient.
Software as a Service	Software as a Service (SaaS) is software that is owned, delivered and managed remotely by one or more providers. The provider delivers software based on one set of common code and data definitions that is consumed in a one-to-many model by all contracted customers at anytime on a pay-for-use basis or as a subscription based on use metrics.
Sole Sourced Contract	Non-competitive agreements that allow a single vendor to fulfill the needs of the contractual requirements. These types of contracts can be won when the competitor set narrows down significantly and comes down to a single vendor discussion, given the nature of the client's solution requirements.
Special Economic Zone	In India, these are designated areas in which business and trade laws are different from the rest of the country, with various benefits and tax breaks to promote exports, attract investments, and create local jobs.
Sustainable Development Goals	The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity.
TCS Pace™	A brand promise that represents the way TCS channels its domain knowledge and organizational units – business and technology services, industry solutions units, and the research and innovation organization – into internal and external co-innovation programs.
TCS Pace Port™	Physical spaces where TCS Pace can be experienced. These spaces are close to academic and start-up hubs, and enclose innovation showcases, Agile workspaces and think spaces. They encourage brainstorming, design thinking and collaborative innovation with internal and external partners.
Time and Materials Contract	A form of services contract where the customer is billed for the effort (in hours, days, weeks, etc.) logged into by the project team members. Project risk is borne by the customer. This contrasts with Fixed Price Contracts.

Total Contract Value	An aggregation of the value of all the contracts signed during a period and a useful indicator of demand, and near-term business visibility.
Unearned and Deferred Revenue	For invoices raised in line with agreed milestones for services yet to be delivered. In other words, it is the amount that has been invoiced although the underlying effort is yet to be expended.
Uninterruptible Power Supply	It is an electrical device that combines surge protection with a battery back-up.
Variable frequency drive	It is used to regulate the electrical frequency (Hz) of the power supplied to a chiller so that the compressor speed and condenser fan speed (air-cooled chillers only) can be controlled.
Variable refrigerant flow	Variable refrigerant flow is an air-conditioning system in which multiple indoor units and a single outdoor condensing unit are available. It is precisely the system's capability that helps to control the amount of refrigerant flowing to the indoor units.
Vendor Consolidation	A strategy to reduce costs and the overheads of managing a large number of vendors. Usually entails aggregating work currently outsourced to many small providers, and transferring it to a smaller, select set of winning bidders. Besides cost reduction, clients use this to reduce complexity and accelerate their cloud transformation journeys. Selecting a single strategic partner with end-to-end capabilities to maintain the legacy estate and support the modernization drives efficiency, accountability and speed.
Virtual Reality	Artificial, computer-generated simulation or recreation of a real-life environment or situation. It engages users by offering simulated reality experiences firsthand, primarily by stimulating their vision and hearing.
Virtualization	The abstraction of IT resources – like a server, client, storage or network – that masks the physical nature and boundaries of those resources from the users of those resources.
Voluntary Attrition	Refers to reduction in workforce resulting from employees willingly leaving the organization to pursue other opportunities, spend time with family, or for some other personal reason.
World Resource Institute (WRI) Aqueduct	World Resource Institute (WRI) Aqueduct is a tool used to evaluate water risks around the world.
Zero Waste to Landfill	Zero Waste to Landfill- It is a specific goal that can be independently verified. The common interpretation means that at least 99 percent of generated waste is diverted away from landfill, i.e. all waste produced is either reused, recycled, composted, or sent to energy recovery.

Disclaimer: This glossary is intended to help understand commonly used terms and phrases in this report. The explanations are not intended to be technical definitions. If the explanations provided here are found to be different from what is described in the Company's periodic financial statements (not limited to Notes to Accounts), then the definition provided in the certified financial statements will prevail.

Stakeholder Engagement



Vendor Partners

TCS at the AWS re:Invent 2024



Government

Belgium Economic Mission visits TCS centre



Customer

Building greater futures together



Local Community

Go Innovate Together (goIT)



International Forum Partners

Farnborough International Airshow 2024



Employee

Wholesome Associate Wellbeing Engagement (WAWE)

TCS Safe Harbor Clause

Certain statements in this release concerning our future prospects are forward-looking statements. Forward-looking statements by their nature involve a number of risks and uncertainties that could cause actual results to differ materially from market expectations. These risks and uncertainties include, but are not limited to, our ability to manage growth, intense competition among global IT services companies, various factors which may affect our profitability, such as wage increases or an appreciating Rupee, our ability to attract and retain highly skilled professionals, time and cost overruns on fixed-price, fixed-time frame contracts, client concentration, restrictions on cross-border movement of skilled personnel, our ability to manage our international operations, reduced demand for technology in our key focus areas, disruptions in telecommunication networks, our ability to successfully complete and integrate potential acquisitions, liability for damages on our service contracts, the success of the companies in which TCS has made strategic investments, withdrawal of governmental fiscal incentives, political instability, legal restrictions on raising capital or acquiring companies outside India, unauthorized use of our intellectual property, cyber attacks or security breaches, pandemics, natural disasters and general economic conditions affecting our industry. TCS may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. These forward-looking statements represent only the Company's current intentions, beliefs or expectations, and any forward-looking statement speaks only as of the date on which it was made. The Company assumes no obligation to revise or update any forward-looking statements.

IT Services
Business Solutions
Consulting

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