Forward Looking Statements

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, 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.
We Are...
A global IT services, consulting and business solutions leader partnering with the world’s leading businesses in their transformational journeys

- Among the Top 10 Global IT Service Providers
- 509,000+ Employees nationalities
- 183 Solution Centers in 21 countries
- $22.0 BN Revenue FY 21
- 25.9% Operating Margin FY21
- $167 BN Market cap –Jun 30, 2021
- 183,000+ Women employees
- 8.6% Lowest attrition in IT Services in the industry Jun 30, 2021
- 49.7% North America Revenue breakup by Geo
- 16.3% Asia Pacific
- 15.6% India
- 9.6% UK
- 5.1% Continental Europe
- 2.1% MEA
- 1.6% Latin America
- 31.8% BFSI Revenue breakup by Industry
- 19.1% Retail & CPG
- 14.4% Manufacturing
- 14.4% Technology & Services
- 9.6% Life Sciences & Healthcare
- 9.8% Communication & Media
- 6.6% Regional Mkts, Others
The Fastest Growing Brand In IT Services

Ranked amongst the Top 3 brands in IT Services globally by brand value and the fastest growing brand of the decade

Ranked Global Top Employer by the Top Employers’ Institute

Ranked #1 in Customer Satisfaction in Europe in Whitelane Research’s poll of large enterprises.

Given the Best of Best award by the Association of Talent Development for L&D Program

Named Outstanding Company in IT Services in India in Asiamoney’s 2020 Investor Poll
The Journey So Far

Industry-leading topline growth ...

... with superior profitability

Judicious usage of cash ...

... and higher-than-benchmark share performance

<table>
<thead>
<tr>
<th>Shareholder payout</th>
<th>Invested Funds</th>
<th>Capex</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>15%</td>
<td>12%</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>

FY05 to FY21

Rev in USD Mn

 EPS in ₹

16-year CAGR: 13.3%

16-year CAGR: 18.5%

TCS

BSE IT

Shareholder payout

Invested Funds

Capex

Acquisitions


2473%

1222%
Leading Technology Change
Pandemic-Induced Acceleration of Core Transformation

Need for Operations Resilience + Shift to Digital Channels = Accelerated Shift to the Cloud

All Time High Deal Wins in FY 2021

$31.6 Bn 17.1%
TCV of Order Book Growth YoY

Mix of Growth & Transformation Deals as well as Large Outsourcing Deals
Customers Embarking on Multi-Horizon Transformation Journeys

BUILD DIGITAL CORE
- Application, Data & Infrastructure Modernization
- Business and IT Operations Transformation

INNOVATE BUSINESS MODELS
- New Systems of Engagement
- New Systems of Differentiation

PURPOSE LED ECOSYSTEM INNOVATION
- Collaboration with Adjacent Enterprises
- Create New Offerings that Address the Customer’s Purpose
Lead in the New Normal with Business 4.0™

PURPOSE - DRIVEN.  RESILIENT.  ADAPTABLE.

EMBRACE RISK  MASS PERSONALIZE

CLOUD  INTELLIGENT

LEVERAGE ECOSYSTEMS  CREATE EXPONENTIAL VALUE

RESILIENT  ADAPTABLE

AUTOMATED  AGILE

PURPOSE-DRIVEN

Business 4.0™
Promising Beach Head in the Growth & Transformation Opportunity
Strategic Investments
Creating a diverse, inclusive and vibrant workplace

Industry Leading Talent Retention

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>14.8%</td>
<td>10.5%</td>
</tr>
<tr>
<td>FY18</td>
<td>16.7%</td>
<td>11.0%</td>
</tr>
<tr>
<td>FY19</td>
<td>17.7%</td>
<td>11.3%</td>
</tr>
<tr>
<td>FY20</td>
<td>17.1%</td>
<td>12.1%</td>
</tr>
<tr>
<td>FY21</td>
<td>14.4%</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

Industry-First Innovations

- **TCS NQT**
  - Best Talent from across India

- **Vision 25x25**
  - Defining the Future of Work

Talent Clouds

- Reimagining Service Delivery

Talent Development

- **138k**
  - Elevate – Merit based skill development

- **16k**
  - Contextual Masters
Doubling Down on Organic Talent Development

**Skilling at Scale**

**Access**
Anytime, Anyplace, Any device

**Content**
Rich & Expanding

**Delivery**
Domain-infused, Culture focused, Gamified

**Infrastructure**
Cloud based, Immersive and Virtual

---

**43 Mn**
Learning Hours

**478K**
Trained in Agile

**407K**
Trained in New Technologies

---

Awarded ATD Best
12th time in a row!
BEST of Best - 3rd time

Awarded the Prestigious “ATD Award for Innovation” for our AI Driven Innovation in Digital Learning

For Fresco Play | T-Factor | Milestone | Hands-on Learning | Hackathons

---

15 Other Awards Won this Year

- 3 ATD excellence in TD Awards
- 4 Stevie Awards
  - 3 Gold | 1 Bronze
- 4 Brandon Hall Group Excellence Awards
  - 2 Gold | 1 Silver | 1 Bronze
- 3 Golden Bridge Awards
  - 2 Gold | 1 Bronze

---

TCS INVESTOR RELATIONS
Enterprise agility for unmatched speed-to-market

With our thought-leading framework that helps customers adopt agile at scale and gain concrete business benefits:

- **TCS Location Independent Agile™**
- **TCSLivingAgile Technique**
- **Born Agile™**
- **AgilityDebt™**
- **Service Delivery Maturity Framework**

Open Agile Collaborative Workspaces

- 12,000+ Active agile engagements
- 478,000+ Agile-trained employees
- 1,000+ Agile delivery centers

```
30% to 50%
Increase in speed-to-market

>90%
End user satisfaction

50% to 70%
Improvement in quality
```

“Agile makes you future-proof and for any kind of organization it is easier said than done..... But the way it has been **approached in TCS in a very disciplined way**, making sure that you make it step-by-step, moving forward, is really an **absolute joy** to see.”

Arie Van Bennekum,
Co-author of the Agile Manifesto
Our Investments: Research, Innovation and Ecosystem

- **6,000+ Researchers, inventors and innovators**
- **67 Academic Partners**
- **240+ Publications**
- **30+ Innovation Labs**
- **5 Pace Ports**
- **2,400 Start-up partners**
- **$259 million Investment**

*Numbers as of 31 March 2021. **Consolidated Investments per TCS Annual Report FY21, at the Avg. Exchange rate for FY21.*
TCS Patent Wall

**SUBJECT CLUSTER**

- Data Science
- Internet of Things
- Artificial Intelligence/Machine Learning
- Embedded Systems & Robotics
- 5G Technology & Application
- Blockchain Technology & Application
- Software Services
- Software Engineering

**Institutional awards & professional recognitions**

- Best Patent Portfolio – Large Enterprise (ICT Services)
- Enterprise Trophy by World IP Organization
- National IP Award
- Asia IP Elite

5,989 patent applications; 1,971 granted
TCS Pace Ports™

TCS Pace Ports™ are experiential spaces which allow customers to experience the transformational power of TCS’ research, innovation and digital prowess come alive under one roof.

TCS Pace Ports enable customers to:

- Summon the best of the start-up ecosystem: **TCS COIN Accelerators**
- Engage with the Best of Academia through: **Academic Research Labs**
- Develop nimble business model to embrace breakthrough technologies: **Agile Workspaces**
- Consume the best of TCS’ Thought Leadership: **Digital Libraries**
- Explore digital drivers for growth and transformation: **Innovation Showcases**
- Watch ideas come alive: **Rapid Labs**

Pace Port locations:

- **New York**
- **Amsterdam**
- **Tokyo**
- **Pittsburgh**
- **Toronto**
TCS Products and Platforms

FRAMEWORKS:
- The Connected Universe Platform
- DatOm
- TCS Decision Fabric
Our New Brand Identity

Brand Statement
Building on belief

Purpose
Building greater futures through innovation and collective knowledge.

Positioning
We are the Purpose-led Transformation Company

Our Narrative
Every business is born out of belief. The belief you can make an impact. That you have an idea that matters. At TCS, we go beyond helping businesses transform through technology. We help them make a meaningful difference. Translating their aspiration into reality. Building on their ambition and optimism to transform their business for the better. So their contribution is felt by their customers and communities they serve. At TCS we instill hope into business and trust into enterprise.

TCS, Building on belief.
Longer Term Growth Strategy
Customer-centric Strategy: Going Deeper, Casting Wider

Putting the Customer at the centre

- Accountability
- Partnership Ecosystems
- Contextual Knowledge
- Relationship Focus
- Talent Development
- Execution Excellence
- Location Independent Agile
- Full Stakeholder Coverage
- Intellectual Property
- MFDM™
- APIs & Microservices
- Research & Innovation
- Data & Analytics
- AI
- Cloud
- AR/VR
- Blockchain
- RPA
- IoT

Superior Business Outcomes
Highly Satisfied Customers
Enduring Relationships
Going Deeper, Casting Wider: Business Outcomes

Large Client Metrics

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY17</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ 20 Mn+</td>
<td>190</td>
<td>228</td>
</tr>
<tr>
<td>US$ 50 Mn+</td>
<td>84</td>
<td>101</td>
</tr>
<tr>
<td>US$ 100 Mn+</td>
<td>35</td>
<td>48</td>
</tr>
</tbody>
</table>

Rev per US$1 Million Client

<table>
<thead>
<tr>
<th>Metric</th>
<th>FY17</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ Mn</td>
<td>19.6</td>
<td>20.2</td>
</tr>
</tbody>
</table>

Growth: 3.3%
Strong Organic Growth, with Market Share Gains

Revenue in US$ Mn

- FY 2009: 3.7x
- FY 2021: 1.4x

Global Market for IT & ITeS

Growth Multiples of closest global and India-based peers much more active in M&A
Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
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<td>16.1%</td>
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<tr>
<td>FY18</td>
<td>24.8%</td>
<td>15.4%</td>
</tr>
<tr>
<td>FY19</td>
<td>25.6%</td>
<td>15.7%</td>
</tr>
<tr>
<td>FY20</td>
<td>24.6%</td>
<td>15.5%</td>
</tr>
<tr>
<td>FY21</td>
<td>25.9%</td>
<td>15.6%</td>
</tr>
</tbody>
</table>

Robust Cash Flow

Cash Conversion OCF to Net Income

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>105.1%</td>
<td></td>
</tr>
<tr>
<td>FY21</td>
<td>126.7%</td>
<td></td>
</tr>
</tbody>
</table>

Free Cash Flow USD Mn

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>$3,824</td>
<td></td>
</tr>
<tr>
<td>FY21</td>
<td>$5,131</td>
<td></td>
</tr>
</tbody>
</table>

CAGR: 1.6%
## Shareholder-friendly Capital Allocation

### Average Payout

**FY17 - FY21** : 89%

<table>
<thead>
<tr>
<th>Year</th>
<th>Shareholding Payout</th>
<th>Shareable Payout</th>
<th>Amt in $ Mn</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>43%</td>
<td>106%</td>
<td>$3,824</td>
</tr>
<tr>
<td>FY18</td>
<td>91%</td>
<td>98%</td>
<td>$4,090</td>
</tr>
<tr>
<td>FY19</td>
<td>98%</td>
<td>102%</td>
<td>$4,217</td>
</tr>
<tr>
<td>FY20</td>
<td>98%</td>
<td>102%</td>
<td>$4,540</td>
</tr>
<tr>
<td>FY21</td>
<td>98%</td>
<td>102%</td>
<td>$5,131</td>
</tr>
</tbody>
</table>

Average Shareholding Payout: 98%

Average Shareable Payout: 102%

**Average Payout**

- FY17: $1,687
- FY18: $4,070
- FY19: $4,433
- FY20: $4,604
- FY21: $5,131

Free Cash Flow: Yellow
Shareholder Payout: Blue
In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.

-JN Tata
1839-1904

For every $1 returned to shareholders by TCS, $0.47 goes back to the community, giving TCS a unique, purpose-driven worldview.
Caring for the Community

Volunteering

787,000 Hours
69,000 Volunteers

Overall Impact

1.8 Mn Beneficiaries

Youth Employment Program

15,262 rural youth across 25 Indian states

BridgeIT

437 entrepreneurs, 200,000 beneficiaries in 10 states

goIT

54,173 students across 33 countries

Ignite My Future in School

608,310 students across 353 U.S. school districts

₹273 Cr
Contribution to India’s COVID19 Relief Efforts

• PPE kits to frontline workers, medical supplies and respiratory systems for treatment
• Contactless patient care support to Cancer Institute, Chennai

• TCS iON CoronaWarriors online learning program for paramedical and healthcare workers on COVID-19 prevention and control
• Food supplied to vulnerable sections; partnered IHCL for meals for 250,000 doctors and healthcare workers

2020 Economic Times Corporate Citizen of the Year

Recognized as America’s #1 Community-minded Tech company by Points of Light

Winner of Asia Corporate Excellence & Sustainability Awards (ACES) 2020
# In Summary: TCS Strategy Driving Differentiated Outcomes

<table>
<thead>
<tr>
<th>Market Trends</th>
<th>TCS Approach</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Position as a growth and transformation partner</td>
<td>▪ Industry-defining mega deals</td>
</tr>
<tr>
<td>▪ Non CIO buyers emerging in enterprises</td>
<td>▪ More investment in research and innovation, co-innovation and collaboration</td>
<td>▪ Thinner competitive set</td>
</tr>
<tr>
<td>▪ Transformational partners selected based on solution quality and time to market</td>
<td>▪ Domain-specific IP</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td>▪ Greater platformization of business</td>
<td>▪ Greater focus on contextual knowledge</td>
<td>▪ More fulfilling work, better retention</td>
</tr>
<tr>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td>▪ Proactive solution selling</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td></td>
<td>▪ Full stakeholder services and solutions</td>
<td>▪ Higher profile, strategically more important engagements</td>
</tr>
<tr>
<td></td>
<td>▪ Leverage TCS’ contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property</td>
<td>▪ Thinner competitive set</td>
</tr>
<tr>
<td></td>
<td>▪ Launch of cloud based platforms and new business models</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td></td>
<td>▪ Leverage IP portfolio</td>
<td>▪ Large deals that improve business visibility</td>
</tr>
<tr>
<td></td>
<td>▪ Launch of Secure Borderless Workspaces™</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td></td>
<td>▪ Greater focus on Location Independent Agile™ and MFDM</td>
<td>▪ Frees up spends for systems of differentiation</td>
</tr>
<tr>
<td></td>
<td>▪ Promote operating model transformation using AI</td>
<td>▪ Greater focus on resilience and adaptability</td>
</tr>
<tr>
<td></td>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td>▪ Market share expansion</td>
</tr>
</tbody>
</table>
Annexure
## Financial Highlights

### IFRS

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY21*</td>
<td>FY20</td>
</tr>
<tr>
<td>Revenue growth – Constant Currency</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue - ₹ Mn</td>
<td>1,641,770</td>
<td>1,569,490</td>
</tr>
<tr>
<td>Revenue</td>
<td>$22,174</td>
<td>$22,031</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gross Profit</td>
<td>$9,056</td>
<td>$9,069</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>40.8%</td>
<td>41.2%</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$5,741</td>
<td>$5,414</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>25.9%</td>
<td>24.6%</td>
</tr>
<tr>
<td>Net Income</td>
<td>$4,513</td>
<td>$4,541</td>
</tr>
<tr>
<td>Net Margin</td>
<td>20.4%</td>
<td>20.6%</td>
</tr>
<tr>
<td><strong>EPS in ₹</strong></td>
<td>89.27</td>
<td>86.19</td>
</tr>
</tbody>
</table>

* For FY 21, numbers are excluding provision towards legal claim
Thank You