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

- **Revenue FY 2022** $25.7 BN
- **Operating Margin FY 2022** 25.3%
- **LTM attrition in IT Services** – Jun 30, 2022 19.7%
- **Employees** 606,000+
- **Women employees** 215,000+
- **Solution Centers** 184
- **Market cap – Jun 30, 2022** $151 BN
- **Revenue breakup by Geo**
  - North America 50.5%
  - UK 15.9%
  - Continental Europe 16.0%
  - Asia Pacific 16.0%
  - India 8.8%
  - MEA 2.0%
  - Latin America 1.7%
- **Revenue breakup by Industry**
  - BFSI 32.2%
  - Retail & CPG 17.6%
  - Manufacturing 15.1%
  - Technology & Services 10.0%
  - Life Sciences & Healthcare 9.9%
  - Communication & Media 8.7%
  - Regional Mkts, Others 6.5%
The TCS Advantage

Unmatched contextual knowledge

Cutting-edge technology and talent

Unique customer-centricity

Holistic solutions for enterprise value

Transformative partnership

Optimize
Industrialized frameworks, cognitive technologies, process simplification for higher efficiency

Transform
Reimagine processes, systems for creation, value superior experience, new insights

Grow and scale
New business models for new revenue streams. Enabling a future-ready enterprise in perpetual transformation
Our Services Portfolio

- Digital Transformation Services
- Consulting and Services Integration
- Cloud Platform Services
- Cognitive Business Operations

- IoT and Digital Engineering
- Cybersecurity
- Interactive
- Analytics and Insights
- Enterprise Applications
- Quality Engineering

- Microsoft BU
- AWS BU
- TCS Cloud
- Google BU

Tata Consultancy Services
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 distribution</th>
<th>Invested Funds</th>
<th>Capex</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>11%</td>
<td>14%</td>
<td>73%</td>
<td>2%</td>
</tr>
</tbody>
</table>

17-year CAGR: 15.0%

17-year CAGR: 18.3%

FY05 to FY22

Mar-05 to Mar-22

2928%

1713%
Key Demand Drivers of Growth in FY 2022

Growth & Transformation
- M&A, new ways of working
- Product innovation, business model innovation including Horizon Two and Three programs
- Customer experience transformation

Cloud Migration
- Cloud strategy definition, assessment, business case preparation, roadmap creation
- ERP consolidation and migration
- Application and data modernization
- Workload migration

Operations Transformations – Business and IT
- Need to free up people and financial resources to execute G&T initiatives
- Talent scarcity made worse by the Great Resignation
- Desire for more resilient operations

All Time High Deal Wins
$34.6 Bn
TCV of Order Book
1.3
Book to Bill
Strategic Investments
Industry-Leading HR Outcomes

**Workforce**
Globally Distributed, Highly Localized

- **592,195** Employees
- **103,546** Net Addition – Highest Ever

**Talent Pool Expansion**
To Mitigate Supplyside Challenges

- **100,000+** Fresh Graduates Trained and Onboarded

**Talent Retention**
Best in the Industry

- **17.4%** LTM Attrition in IT Services

**A Diverse and Dynamic Workforce**

- **153** Nationalities
- **3** Generations
- **88%** Millennials

- **210,000+** Women
- **35.6%** of workforce
- **84%** Increase in senior women executives over last 5 years
- **678** Women patent holders

**Rising up the ranks**
% Women improved at mid- and senior levels over last 5 years

- **Junior**
  - FY 2018: 43.2%
  - FY 2022: 41.5%
- **Middle**
  - FY 2018: 28.9%
  - FY 2022: 31.1%
- **Senior**
  - FY 2018: 11.7%
  - FY 2022: 13.3%

*All figures as of March 31, 2022*
Fostering a G&T Workforce

Purpose-Centric
Training for Anyone to learn Anytime, Anywhere, accessing Any content on Any device

Contextual Masters
Talent with potential to be tomorrow’s G&T leaders

TCS Elevate
Linking learning to career growth

60.3 mn
Learning hours logged in FY 2022

3.5 mn
Digital competencies acquired

171,000
Employees deep skilled

50,000+
CMs

24%
Women

13,000
Employees identified as high talent, with higher pay

Bespoke management training programs created for this cohort in partnership with Ivy League business schools

* All figures as of March 31, 2022

Gold for “Best Culture of Learning” - above 10,000 employees on LinkedIn.

4th year as ATD Best of Best (13th year in a row)

7 Brandon Hall Awards

2 ET Human Capital Awards

2021 GOLD ORGANIZATION

Stevie® Awards for Great Employers

Golden Bridge Awards for Business & Innovation
Helping Clients Innovate at Scale

$308 million  
Total R&I Spend  
1.2%  
of Revenue

6,500+  
Researchers, Inventors  
and Innovators  
240+  
Publications

6,583  
Patents Filed  
2,287  
Patents Granted

- 5 Active PacePorts  
- 4 in pipeline  
- 6 ‘Powered by Pace’ Centers  
- 500+ customer and partner engagements

1,350+ clients  
7 regions  
65+ client / partner speakers  
First in-person (hybrid) event in the UK

- 6,583 Patents Filed  
- 2,287 Patents Granted

tcs Pace™

tcs COIN

Extended Co-Innovation Ecosystem

2,600  
Start-ups  
58  
Academic Partners

tcs CodeVita

Promotes programming as a sport; helps spot talent and build TCS’ employer brand.

* All figures as of March 31, 2022
Accelerators, Products and Platforms: Competitive Differentiators

Accelerate transformational outcomes, drive high quality revenues and deepen the competitive moat around TCS’ services business.

Solution Accelerators
Customizable assets that deliver speed to market and more certain business outcomes

Bringing Life to Things™
TCS Clever Energy™
TCS DigiFleet™
Connected Plant
Connected Health Solutions
TCS Cognix™
TCS Crystallus™
TCS DATOM™
DAEzMo™
DeXAM™
QET Platform

Marketing and Brand Building

Engaging with clients and prospects to strengthen TCS’ brand positioning as the preferred G&T partner to the world’s most successful corporations.

Outcomes

- **92**: Leader rankings by research firms
- **$16.8 Bn**: Brand Value assigned to TCS by Brand Finance
- **139,000+**: Unique customer interactions across channels
- **2,500**: Campaigns on cloud, security, sustainability etc
- **100+**: Customer testimonials
- **42**: Press releases of client engagements
- **Global Marathons**: 990 client execs, 1 million app downloads
- **TCS Events**: 29,000 client execs attended (in-person and virtual)

*Figures pertain to FY 2022*
Longer Term Growth Strategy
Customer-centricity at the Core of Our Strategy

**Client Metrics**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>US$ 20Mn+</th>
<th>US$ 50Mn+</th>
<th>US$ 100Mn+</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>190</td>
<td>84</td>
<td>35</td>
</tr>
<tr>
<td>FY 2021</td>
<td>228</td>
<td>101</td>
<td>48</td>
</tr>
<tr>
<td>FY 2022</td>
<td>268</td>
<td>120</td>
<td>58</td>
</tr>
</tbody>
</table>

**Rev per US$ 1 Million+ Client ($ Mn)**

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>FY 2017</th>
<th>FY 2021</th>
<th>FY 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2017</td>
<td>19.6</td>
<td>20.2</td>
<td>21.7</td>
</tr>
<tr>
<td>FY 2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FY 2022</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Growth 11%
Strong Organic Growth, with Market Share Gains

- FY 2012: $10,171
- FY 2022: $25,707

Growth Multiples of closest global and India-based peers much more active in M&A:
- Global Market for IT & ITeS: 1.4x
- 1.6x
- 2.1x
- 2.3x
An Industry-First Operating Model to Power our Journey Ahead

**Acquire**
Increase market penetration with geography alignment to create new vista for growth

**Incubate**
Create the next generation of strategic accounts through focused hand holding

**Grow**
Drive growth through technology and domain leadership, contextual knowledge, and full-service play

**Transform**
Elevate positioning through business transformation and multi stakeholder play

**Market**
- **Relationship Incubation Group**
  - Create the next generation of strategic accounts through focused hand holding

**Business Transformation Group**
- Elevate positioning through business transformation and multi stakeholder play
Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability

EBIT Margin: TCS vs Peers

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>24.8%</td>
<td>15.4%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>25.6%</td>
<td>15.7%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>24.6%</td>
<td>15.5%</td>
</tr>
<tr>
<td>FY 2021</td>
<td>25.9%</td>
<td>15.6%</td>
</tr>
<tr>
<td>FY 2022</td>
<td>25.3%</td>
<td>15.1%</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>FY 2018</td>
<td>109.1%</td>
<td>110.0%</td>
</tr>
<tr>
<td>FY 2022</td>
<td>21.7%</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>FY 2018</td>
<td>$4,090</td>
<td></td>
</tr>
<tr>
<td>FY 2022</td>
<td>$5,257</td>
<td></td>
</tr>
</tbody>
</table>

CAGR: 6.6%
Shareholder-friendly Capital Allocation

Average Payout FY 2018 – FY 2022

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow</th>
<th>Shareholder Payout (as % of Net Income)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2018</td>
<td>$4,090</td>
<td>106%</td>
</tr>
<tr>
<td>FY 2019</td>
<td>$4,217</td>
<td>91%</td>
</tr>
<tr>
<td>FY 2020</td>
<td>$4,540</td>
<td>98%</td>
</tr>
<tr>
<td>FY 2021</td>
<td>$5,131</td>
<td>102%</td>
</tr>
<tr>
<td>FY 2022</td>
<td>$5,257</td>
<td>98%</td>
</tr>
</tbody>
</table>

99%
Making Progress in our Net Zero Journey*

**Net Zero**

**By 2030**

- **70%**
  - Reduction in Scope 1+2 emissions by 2025 vs base year 2016

**Target**

**Next Milestone**

- **66%**
  - Reduction in Scope 1+2 emissions vs base year 2016

**Achieved in FY 2022**

- **84%**
  - Recycling of sewage generated (India)

**Waste**

- **100%**
  - Recycling of regulated wastes, e-eastes, paper, packaging and plastics

---

**Reduced Energy Consumption and...**

- **49%**

**...Increased Use of Renewable Energy...**

- **6x**

**...reduced TCS’ Carbon footprint.**

<table>
<thead>
<tr>
<th>Total Energy Consumed in GWh</th>
<th>Renewable Energy Consumed in GWh</th>
<th>Total Scope 1 + 2 Emissions in ‘000 tCO2e</th>
<th>Value chain emissions in ‘000 tCO2E</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2016 592</td>
<td>FY 2016 18.6</td>
<td>FY 2016 471</td>
<td>FY 2016 668</td>
</tr>
<tr>
<td>FY 2022 300</td>
<td>FY 2022 112</td>
<td>FY 2022 158</td>
<td>FY 2022 358</td>
</tr>
</tbody>
</table>

* As of March 31, 2022

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* TCS Consultancy Services

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* TCS Investor Relations

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* 21
And Helping Clients in Their Sustainability Journeys

100+ offerings

and more

Sustainable Banking & Finance
Renewable energy management
Digital Farming
Solar value chain analytics platform
Smart Utilities
eMobility platform
TCS ELVAC
Sustainable marketplaces

Carbon Compliance
Management
Health, Safety and Environmental reporting
REC Trading on Blockchain

TCS Pace and TCS PacePort
Digital Impact Square

TCS Clever Energy
TCS Envirozone and TCS Net Zero
TCS IP2 and InTwin
Climate Risk Assessment
Green IT Portfolio Services

Health, Safety & security
Wellness analytics and insights
Digital Workplace
Equitable Education, and Skilling
Accessibility at work
Wearables, TCS Safe Workplace

TCS iCloseLoop
TCS OZone
TCS ENVIROZONE
DigiFleet / Sustainable Line Haul
Freight Carbon emissions mgmt.
Digital Twin for Water management
Sustainable Packaging

TCS Intelligent Urban Exchange for Smart Cities
Accessibility in infrastructure and public spaces
Digital Health & Wellness Platforms
HANDS (Healthy Ageing for a New Digital Society)
Giving back to the Community

Adult Literacy Program
7,400+ learners
162 districts
700,000+ Hours
58,900 Volunteers

Overall Impact
1.7 Mn Beneficiaries

Volunteering

700,000+
58,900

Volunteers

goIT
30,000+ students across 37 countries

BridgeIT
321 Entrepreneurs across 9 states

Youth Employment Program
19,700+ rural youth across India

Jal Jeevan Mission
75,000 Beneficiaries
14 villages

Ignite My Future
435,300 students
20,000 Empowered Educators

- Donated 1,170 oxygen concentrators and 252 ventilators across 15 states in India
- Donated laptops and mobile broadband connections to students from low-income families for uninterrupted schooling
- Enrolment in TCS' Youth Employment Program for dependents of those who died of Covid
- Provided basic provisions like rice, cooking oil, sugar, canned food to underprivileged, poor and disabled families.

Recognized as National Leader in Community Engagement by Points of Light for 5th Consecutive Year
BridgeIT won the ASSOCHAM award in the category of “Excellence in providing Livelihood to Local Community” at CSR & Sustainability Summit.
Won the Global CSR Excellence & Leadership Awards for “Innovation in CSR Practices” for its innovative global community initiatives.
## TCS Strategic Responses to Opportunities and Threats

<table>
<thead>
<tr>
<th>Opportunity / Threat</th>
<th>TCS Approach</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| Greater interest in using technology to drive business growth | ▪ Focused on developing contextual knowledge and applying that for inside-out transformations.  
▪ Continued investments in R&I, Pace Ports, and IP.  
▪ Dedicated practice with domain experts to bring together TCS’ differentiated capabilities from across the organization to stitch together comprehensive solutions.  
▪ Proactive pitching of solutions to customers’ most pressing business problems.  
▪ New brand tagline ‘Building on Belief’ to strengthen positioning as a G&T partner. | ▪ Expansion of addressable market.  
▪ Growing share of G&T business adding to growth.  
▪ Higher quality revenue, lending margin resilience.  
▪ More deeply embedded in the client’s business.  
▪ Engaging with a broader set of buyers in the client organization.  
▪ Higher visibility within C-Suites. |
| Accelerated adoption of public cloud | ▪ Launched dedicated business units with end to end capabilities on each of the hyperscaler platforms.  
▪ Continued investment by each of these units in skills, certifications, credentials, IP and accelerators.  
▪ Articulated the multi-horizon cloud transformation framework.  
▪ Made available TCS products and solutions on public clouds. | ▪ Strong growth in cloud transformation revenues.  
▪ Top tier partner to each of the hyperscalers.  
▪ Preferred partner to clients seeking to use cloud native capabilities to power their growth and transformation. |
## TCS Strategic Responses to Opportunities and Threats

<table>
<thead>
<tr>
<th>Opportunity / Threat</th>
<th>TCS Approach</th>
<th>Outcomes</th>
</tr>
</thead>
</table>
| ▪ Greater acceptance of as-a-Service platforms | ▪ Strengthened alliances and launched new offerings around the popular and new SaaS products.  
▪ Helped Independent Software Vendor’ clients upgrade their products to launch new SaaS versions.  
▪ Partnering with product manufacturers to help launch innovative as-a-Service offerings using TCS Bring Things to Life IoT framework.  
TCS IP:  
▪ Launched SaaS versions of in-house product portfolio; made available on hyperscaler platforms.  
▪ Used IP portfolio to launch new platforms that bundle IP and shared services on the cloud. | ▪ Stronger win-win partnerships.  
▪ Expansion of addressable market.  
▪ Strong growth in SaaS sales  
▪ Platforms drive stickier relationships, with long term revenue visibility. |
| ▪ Operations optimization to fund transformation | ▪ Launched the Machine First™ Delivery Model, embedding automation deep within the enterprise to drive greater efficiencies.  
▪ Launched the TCS Cognix™ hyper-automation suite with pre-built solutions for business and IT operations transformation. | ▪ Thinner competitive set  
▪ Higher quality revenue |
| ▪ Pandemic-forced remote working | ▪ Launched the Secure Borderless Workspaces™ operating model.  
▪ Announced Vision 25x25, heralding a new hybrid working model for the longer term.  
▪ Implemented ‘talent clouds’, staffing projects using AI to match skills, regardless of location. | ▪ Ensured business continuity on mission-critical activities.  
▪ Faster ramp-up of new projects.  
▪ More opportunities for employees, based on skills rather than their location.  
▪ More flexible working arrangement, that is more gender inclusive. |
Annexure
# Financial Highlights

<table>
<thead>
<tr>
<th>IFRS</th>
<th>Yearly</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue growth – Constant Currency</strong></td>
<td><strong>FY 2022</strong></td>
<td><strong>FY 2021</strong></td>
</tr>
<tr>
<td><strong>Revenue - INR Mn</strong></td>
<td>1,917,540</td>
<td>1,641,770</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>$25,707</td>
<td>$22,174</td>
</tr>
</tbody>
</table>

| **Gross Profit** | $10,341 | $9,056 | 14.2% |
| **Gross Margin** | 40.2% | 40.8% | (61 bps) |
| **Operating Income** | $6,496 | $5,741 | 13.2% |
| **Operating Margin** | 25.3% | 25.9% | (62 bps) |
| **Net Income** | $5,139 | $4,513 | 13.9% |
| **Net Margin** | 20.0% | 20.4% | (36 bps) |

| EPS in INR | 103.62 | 89.27 | 16.1% |

<table>
<thead>
<tr>
<th>Amount in USD Mn, unless otherwise stated</th>
<th><strong>1Q 2023</strong></th>
<th><strong>1Q 2022</strong></th>
<th><strong>YoY</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue growth</strong></td>
<td><strong>15.4%</strong></td>
<td><strong>15.5%</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Revenue - INR Mn</strong></td>
<td>527,580</td>
<td>454,110</td>
<td>16.2%</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>$6,780</td>
<td>$6,154</td>
<td>10.2%</td>
</tr>
</tbody>
</table>

| **Gross Profit** | $2,605 | $2,484 | 8.8% |
| **Gross Margin** | 38.4% | 40.4% | (200 bps) |
| **Operating Income** | $1,566 | $1,570 | 3.9% |
| **Operating Margin** | 23.1% | 25.5% | (240 bps) |
| **Net Income** | $1,218 | $1,221 | 3.7% |
| **Net Margin** | 18.0% | 19.8% | (180 bps) |

| EPS in USD | 25.90 | 24.35 | 6.4% |
Thank You