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.
Tata Consultancy Services

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

$22.0 BN
Revenue FY21

25.9%
Operating Margin FY21

Among the Top 10
Global IT Service Providers

556,000+
Employees

183
Solution Centers
in 21 countries

$186 BN
Market cap – Dec 31, 2021

15.3%
Lowest attrition in IT Services in the industry – Dec 31, 2021

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Lowest attrition in IT Services in the industry – Dec 31, 2021

North America
UK
Continental Europe
Asia Pacific
India
MEA
Latin America

Revenue breakdown by Geo

Fiscal Year 2021 (FY21)

49.7%
North America
16.3%
Continental Europe
9.6%
Asia Pacific
9.6%
India
5.1%
MEA
2.1%
Latin America
1.6%
UK

BFSI
Retail & CPG
Manufacturing
Technology & Services
Life Sciences & Healthcare
Communication & Media
Regional Mkts, Others

Revenue breakdown by Industry

Fiscal Year 2021 (FY21)

31.8%
BFSI
19.1%
Retail & CPG
8.7%
Manufacturing
6.6%
Technology & Services
9.8%
Life Sciences & Healthcare
9.6%
Communication & Media
14.4%
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 #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.
- Ranked Global Top Employer by the Top Employers’ Institute.

[Image of various awards and recognitions]
The Journey So Far

Industry-leading topline growth ...

16-year CAGR: 13.3%

... with superior profitability

16-year CAGR: 18.5%

Judicious usage of cash ...

Shareholder payout
Invested Funds
Capex
Acquisitions

FY05 to FY21

71%
15%
12%
2%

... and higher-than-benchmark share performance

TCS
BSE IT

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

PURPOSE-DRIVEN  INTELLIGENT

CLOUD  CREATE EXPOENTIAL VALUE

LEVERAGE ECOSYSTEMS  AUTOMATED

RESILIENT  AGILE

PURPOSE-DRIVEN RESILIENT ADAPTABLE
Promising Beach Head in the Growth & Transformation Opportunity
Strategic Investments
Creating a diverse, inclusive and vibrant workplace

Industry Leading Talent Retention

Annual Attrition: TCS vs Peers

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

26k  
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

**496K**
Trained in Agile

**417K**
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 CONSULTANCY SERVICES
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

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

>90%
End user satisfaction

50% to 70%
Improvement in quality

12,000+
Active agile engagements

496,000+
Agile-trained employees

1,000+
Agile delivery centers

“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**

TCS Patent Wall

28 Institutional awards & professional recognitions

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

6,396 patent applications;
2,201 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

<table>
<thead>
<tr>
<th>Sector</th>
<th>Products</th>
<th>Technologies</th>
</tr>
</thead>
<tbody>
<tr>
<td>BFSI</td>
<td>tcsBANCS™</td>
<td>DevOps</td>
</tr>
<tr>
<td>Retail</td>
<td>tcsOptumera™</td>
<td>tcsOmniStore™</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>tcsADD</td>
<td>ignio</td>
</tr>
<tr>
<td>CMI</td>
<td>tcsHOBS™ tcsTwinx™</td>
<td>Jile</td>
</tr>
<tr>
<td>SMB</td>
<td>tcsION</td>
<td>tcsQUARTZ™</td>
</tr>
</tbody>
</table>

**Extensive portfolio of frameworks, accelerators and toolsets across Enterprise Applications, IoT, Data and Analytics, Cloud migration, Cloud management and Cognitive Business Operations**
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 center

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

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

Large Client Metrics

- US$ 20 Mn+: FY17 - 190, FY21 - 228
- US$ 50 Mn+: FY17 - 84, FY21 - 101
- US$ 100 Mn+: FY17 - 35, FY21 - 48

Rev per US$1 Million Client

- FY17: US$19.6 Mn, FY21: US$20.2 Mn
- Growth: 3.3%
Strong Organic Growth, with Market Share Gains

Revenue in US$ Mn

FY 2009

FY 2021

3.7x

1.4x

Global Market for IT & ITeS

Growth Multiples of closest global and India-based peers much more active in M&A

1.5x

1.9x

2.9x
Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability

- EBIT Margin: TCS vs Peers
  - FY17: 25.7%
  - FY18: 24.8%
  - FY19: 25.6%
  - FY20: 24.6%
  - FY21: 25.9%
  - TCS: Pink line
  - Peers Composite: Black line

Robust Cash Flow

- Cash Conversion OCF to Net Income
  - FY17: 105.1%
  - FY21: 126.7%

- Free Cash Flow USD Mn
  - FY17: $3,824
  - FY21: $5,131
  - CAGR: 16%
Shareholder-friendly Capital Allocation

Average Payout
FY17 - FY21: 89%

FY17
$3,824
$1,687

FY18
$4,090
$4,233

FY19
$4,217
$4,070

FY20
$4,540
$4,433

FY21
$5,131
$4,604

43%  106%  91%  98%  102%
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

<table>
<thead>
<tr>
<th>Volunteering</th>
<th>Overall Impact</th>
<th>Youth Employment Program</th>
</tr>
</thead>
<tbody>
<tr>
<td>787,000</td>
<td>1.8 Mn</td>
<td>15,262</td>
</tr>
<tr>
<td>Hours</td>
<td>Volunteers</td>
<td>rural youth across 25 Indian states</td>
</tr>
<tr>
<td>69,000</td>
<td>Beneficiaries</td>
<td></td>
</tr>
</tbody>
</table>

**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 COVID-19 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><strong>Market Trends</strong></th>
<th><strong>TCS Approach</strong></th>
<th><strong>Outcomes</strong></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>▪ Customers want solutions to business problems and not just technology skills</td>
<td>▪ More investment in research and innovation, co-innovation and collaboration</td>
<td>▪ Thinner competitive set</td>
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<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Domain-specific IP</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td>▪ Customers want solutions to business problems and not just technology skills</td>
<td>▪ Greater focus on contextual knowledge</td>
<td>▪ More fulfilling work, better retention</td>
</tr>
<tr>
<td>▪ Full stakeholder services and solutions</td>
<td>▪ Proactive solution selling</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td>▪ Non CIO buyers emerging in enterprises</td>
<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Higher profile, strategically more important engagements</td>
</tr>
<tr>
<td>▪ Transformational partners selected based on solution quality and time to market</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>▪ Greater platformization of business</td>
<td>▪ Launch of cloud based platforms and new business models</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td>▪ Leverage IP portfolio</td>
<td>▪ Large deals that improve business visibility</td>
</tr>
<tr>
<td>▪ Launch of Secure Borderless Workspaces™</td>
<td>▪ Greater focus on Location Independent Agile™ and MFDM</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td>▪ Promote operating model transformation using AI</td>
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<td>▪ Frees up spends for systems of differentiation</td>
</tr>
<tr>
<td>▪ Greater focus on resilience and adaptability</td>
<td>▪ Market share expansion</td>
<td></td>
</tr>
</tbody>
</table>
Annexure
## Financial Highlights

### IFRS

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th>3Q22</th>
<th>3Q21</th>
<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue growth – Constant Currency</strong></td>
<td>FY21*</td>
<td>FY20</td>
<td>YoY</td>
<td></td>
</tr>
<tr>
<td>Revenue - INR Mn</td>
<td>1,641,770</td>
<td>1,569,490</td>
<td>4.6%</td>
<td></td>
</tr>
<tr>
<td>Revenue</td>
<td>$22,174</td>
<td>$22,031</td>
<td>0.6%</td>
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<tr>
<td><strong>Gross Profit</strong></td>
<td>$9,056</td>
<td>$9,069</td>
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<tr>
<td><strong>Gross Margin</strong></td>
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<td>41.2%</td>
<td>(33 bps)</td>
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<td><strong>Net Margin</strong></td>
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<td>(26 bps)</td>
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### Amount in USD Mn, unless otherwise stated

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### EPS in INR

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<th>YoY</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPS in INR</td>
<td>89.27</td>
<td>86.19</td>
<td>3.6%</td>
<td></td>
</tr>
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</table>

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