

Investor Presentation

January 2022

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.



Tata Consultancy Services

\$22.0 BN
Revenue FY 21



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



200,000+
Women employees

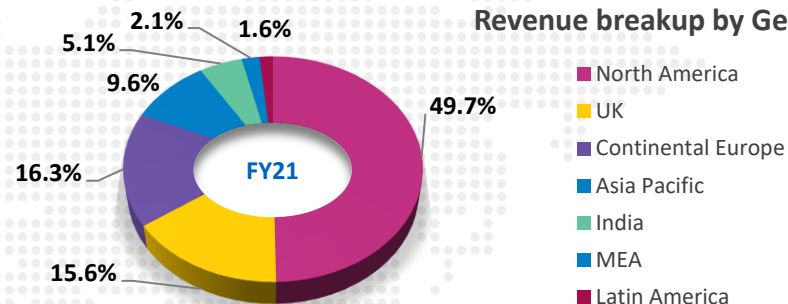
15.3%
Lowest attrition in IT Services
in the industry –Dec 31, 2021



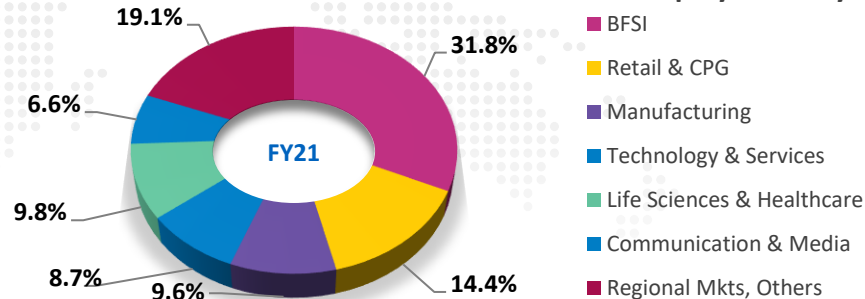
We Are...

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

Revenue breakup by Geo



Revenue breakup by Industry



The Fastest Growing Brand In IT Services



TOP 3
IT SERVICES
BRAND



FASTEST GROWING
IT SERVICES BRAND
FOR THE DECADE
2010 - 2020



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

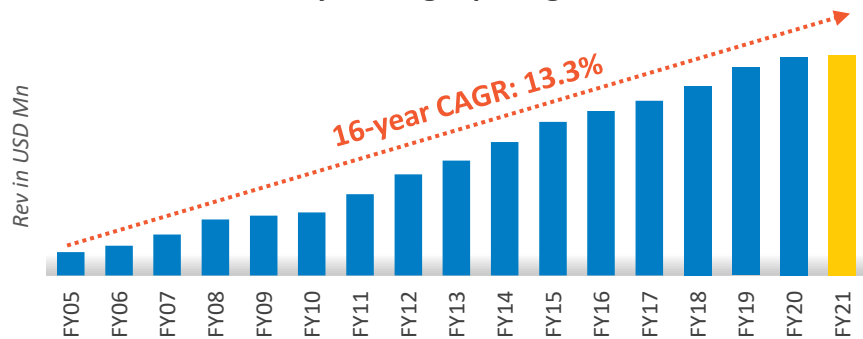
Ranked #1 in Customer
Satisfaction in Europe in
Whitelane Research's
poll of large enterprises.

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

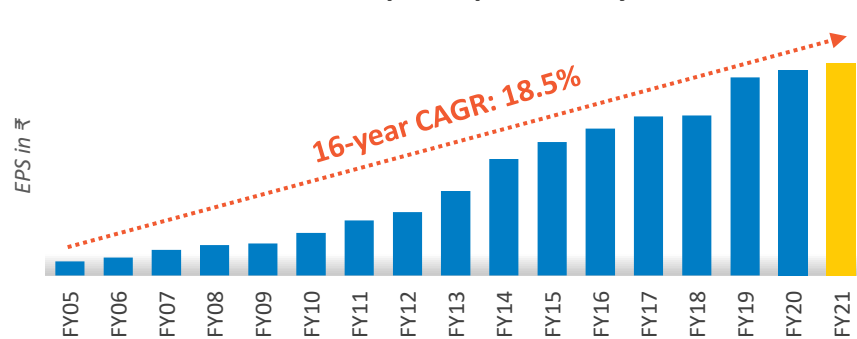
Named Outstanding
Company in IT Services
in India in Asiamoney's
2020 Investor Poll

The Journey So Far

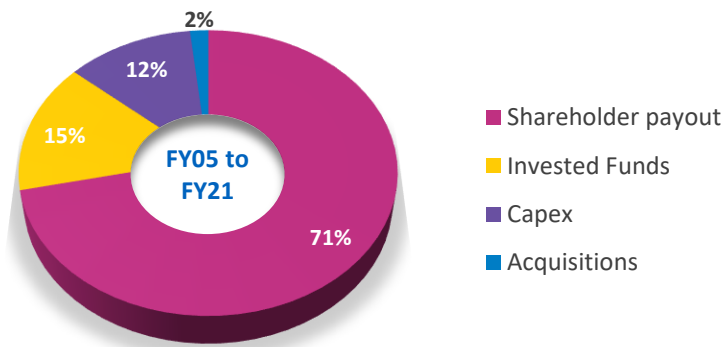
Industry-leading topline growth ...



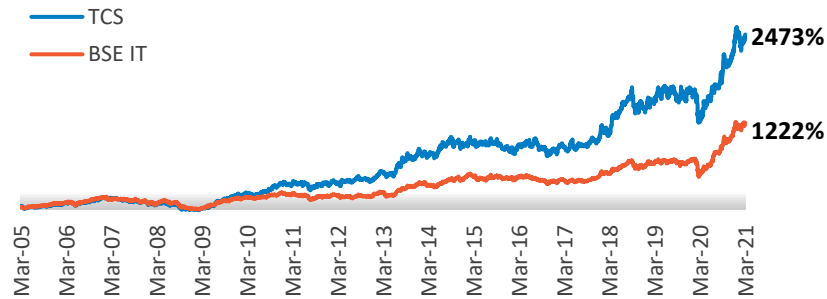
... with superior profitability



Judicious usage of cash ...



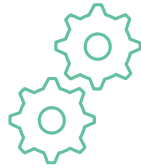
... and higher-than-benchmark share performance



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

INNOVATE BUSINESS MODELS

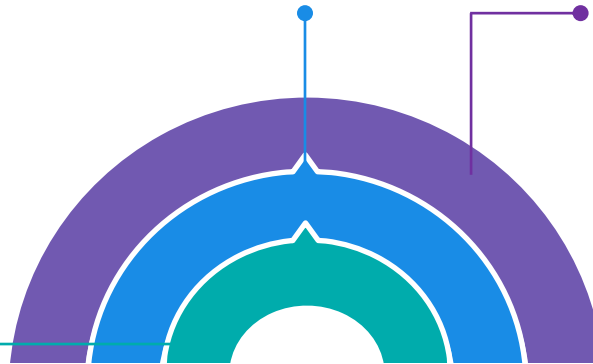
- New Systems of Engagement
- New Systems of Differentiation

BUILD DIGITAL CORE

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

PURPOSE LED ECOSYSTEM INNOVATION

- Collaboration with Adjacent Enterprises
- Create New Offerings that Address the Customer's Purpose

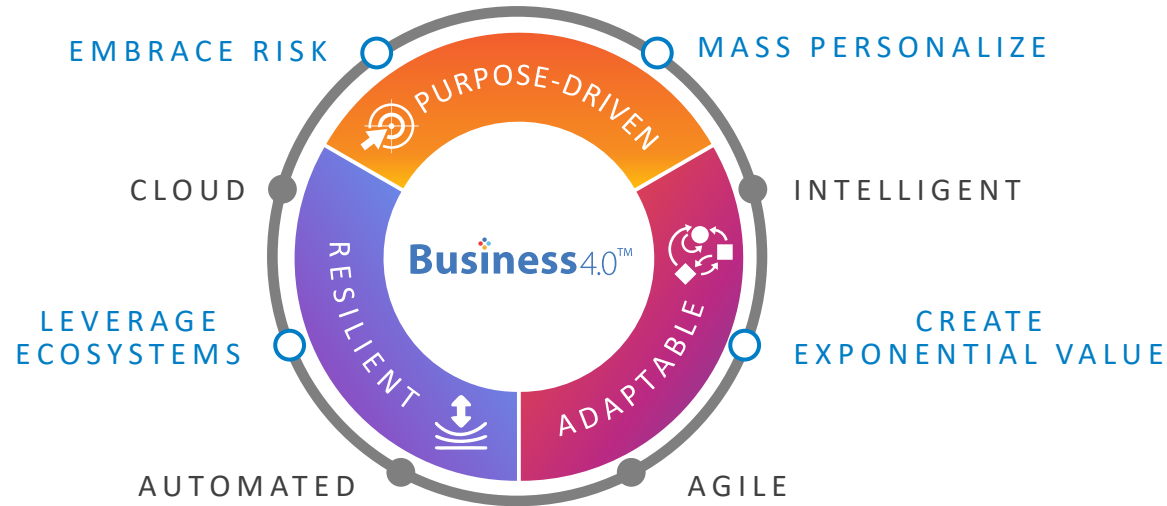


Lead in the New Normal with Business 4.0™


PURPOSE - DRIVEN.

RESILIENT.

ADAPTABLE.



Promising Beach Head in the Growth & Transformation Opportunity



Partnering with DAMEN to Reinforce its Reputation as a Maritime Innovation Pioneer

Over the years, the Netherlands-based engineering and construction group has built a reputation for innovation in the maritime industry, using its expertise to deliver a wide range of solutions for its clients. This includes the design and construction of offshore oil and gas platforms, as well as the construction of offshore wind farms. The group has also been instrumental in the development of the world's largest offshore supply vessels, the Damen T2000 series.

As Damen's reputation for innovation grows, it has become a leader in the maritime industry. This is reflected in its recent partnership with DAMEN to reinforce its reputation as a maritime innovation pioneer. The partnership will see the two groups working together to develop and deliver innovative solutions for their clients. This includes the design and construction of offshore oil and gas platforms, as well as the construction of offshore wind farms. The group has also been instrumental in the development of the world's largest offshore supply vessels, the Damen T2000 series.

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Arjan Buijs
CEO, Damen Group

Enabling Woolworths' Teams to Deliver Superior In-Store Customer Experiences

Woolworths, Australia's largest supermarket group, is focused on delivering a superior in-store customer experience. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

The group's new TCS technology is a key enabler of its in-store customer experience strategy. It enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs. The group's new TCS technology is a key enabler of its in-store customer experience strategy. It enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

Paul Matthews
CEO, Woolworths Group

Transforming Nowosil into a Futuristic, Intelligent Enterprise

Nowosil, a leading Russian chemical company, is focused on transforming itself into a futuristic, intelligent enterprise. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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Paul Matthews
CEO, Nowosil Group

Helping M&G Innovate and Reimagine Customer Engagement

M&G, a leading UK financial services group, is focused on innovating and reimagining customer engagement. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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John Smith
CEO, M&G Group



Enabling Ipsos to Deliver not just Panels but also Smiles

Ipsos, a leading UK market research group, is focused on delivering a superior customer experience. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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Nick Cook
CEO, Ipsos Group



Powering Phoenix Group's Growth Strategy with a Fully Digital Operating Model

Phoenix Group, a leading UK financial services group, is focused on growing its business. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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Andy Briggs
CEO, Phoenix Group



Enabling Toys 'R Us to Launch an Innovative, IT-powered Business Model

Toys 'R Us, a leading UK toy retailer, is focused on launching an innovative, IT-powered business model. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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John Smith
CEO, Toys 'R Us Group



Powering Vitality UK's Ambition to be an Insurance Brand that is Positively Different

Vitality UK, a leading UK insurance group, is focused on being a positive and different insurance brand. To achieve this, the group has implemented a range of initiatives, including the deployment of its new TCS technology. This technology enables the group to deliver a more personalised and efficient shopping experience for its customers. It also enables the group to improve its operational efficiency and reduce costs.

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John Smith
CEO, Vitality UK Group

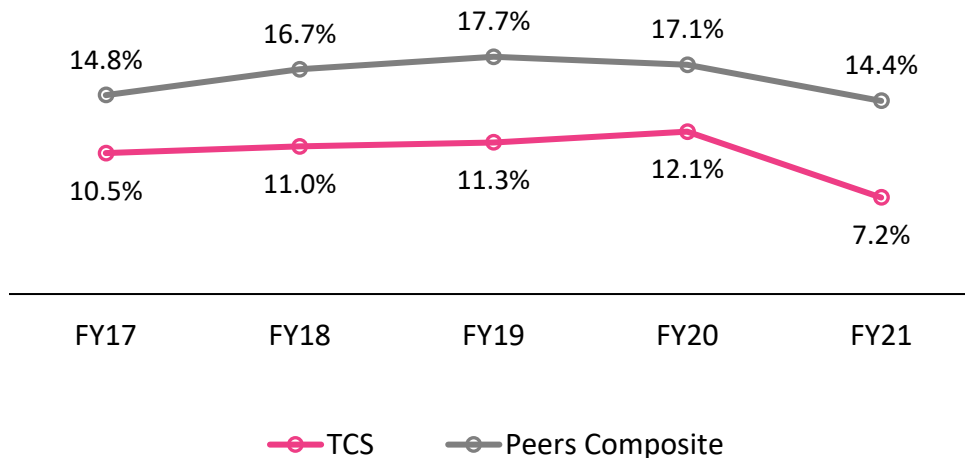
Strategic Investments

Creating a diverse, inclusive and vibrant workplace

**Industry
Leading Talent
Retention**



Annual Attrition: TCS vs Peers



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

43 Mn

Learning Hours

496K

Trained in Agile

417K

Trained in New
Technologies

Access

Anytime, Anyplace, Any device

Content

Rich & Expanding

Delivery

Domain-infused, Culture focused, Gamified

Infrastructure

Cloud based, Immersive and Virtual

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
- UNGCI Award for Sustainable & Innovative HR Practices

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



496,000+
Agile-trained
employees



1,000+
Agile delivery
centers



30% to 50%

Increase in
speed-to-market

>90%

End user
satisfaction

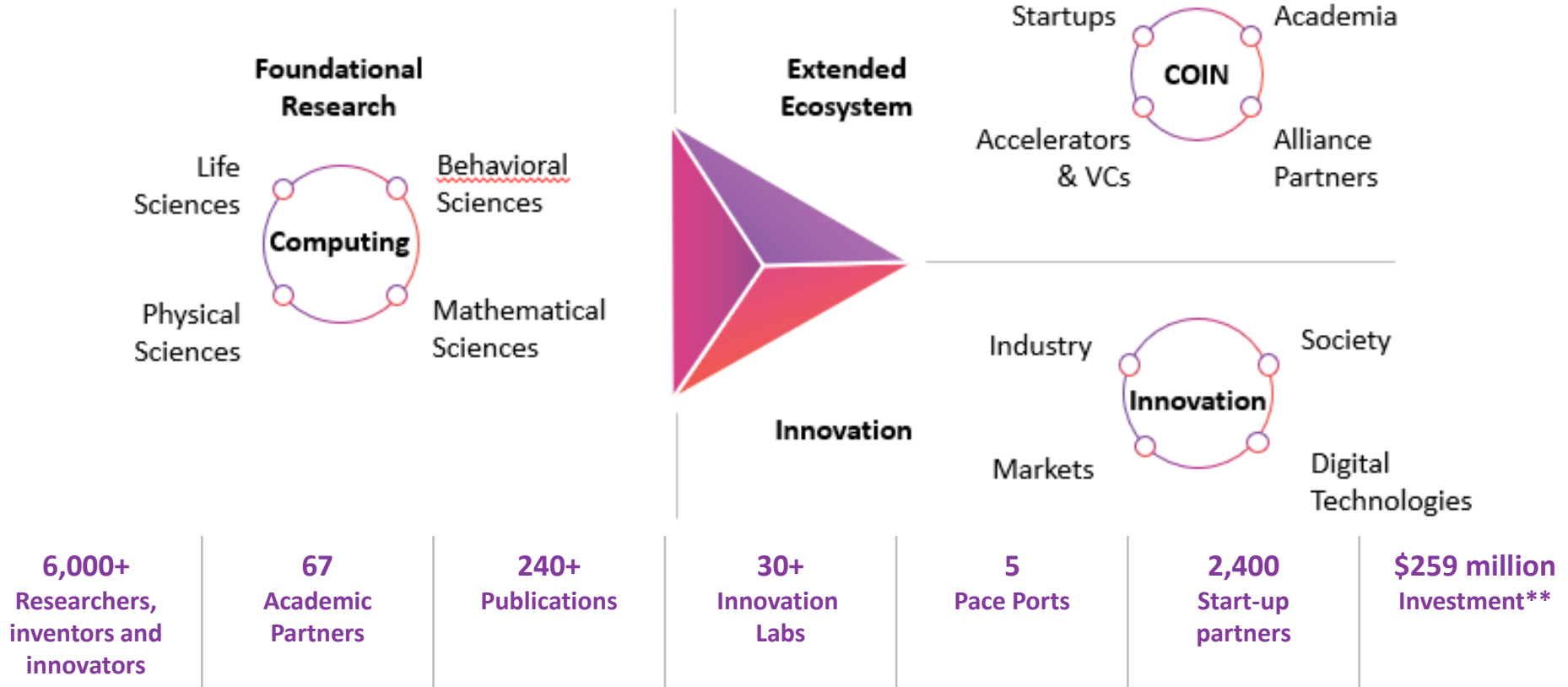
50% to 70%

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."*

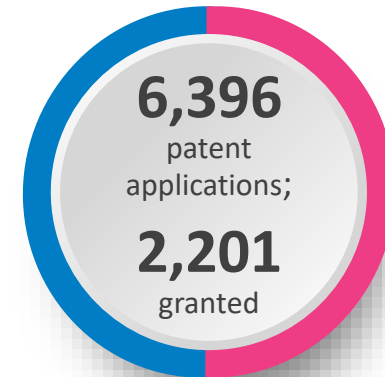
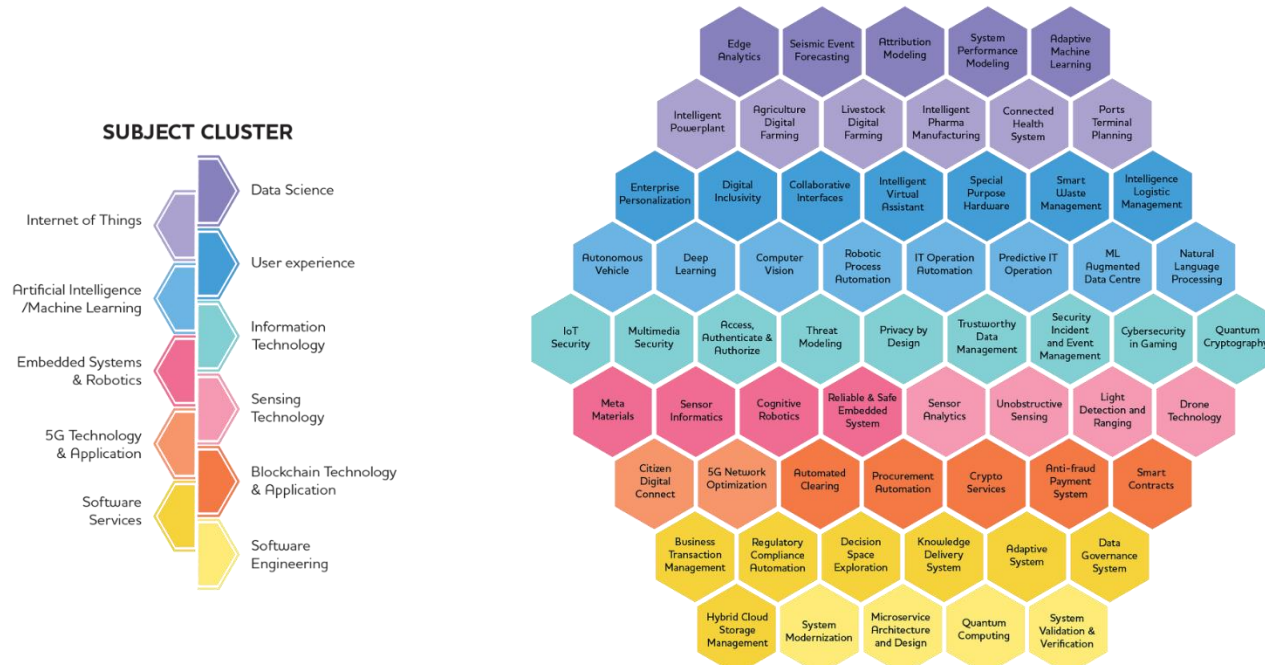
Arie Van Bennekum,
Co-author of the Agile Manifesto

Our Investments: Research, Innovation and Ecosystem



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

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

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



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

Building on belief

Purpose

Building greater futures
through innovation and
collective knowledge.

Positioning

We are the Purpose-led Transformation Company

Our Narrative

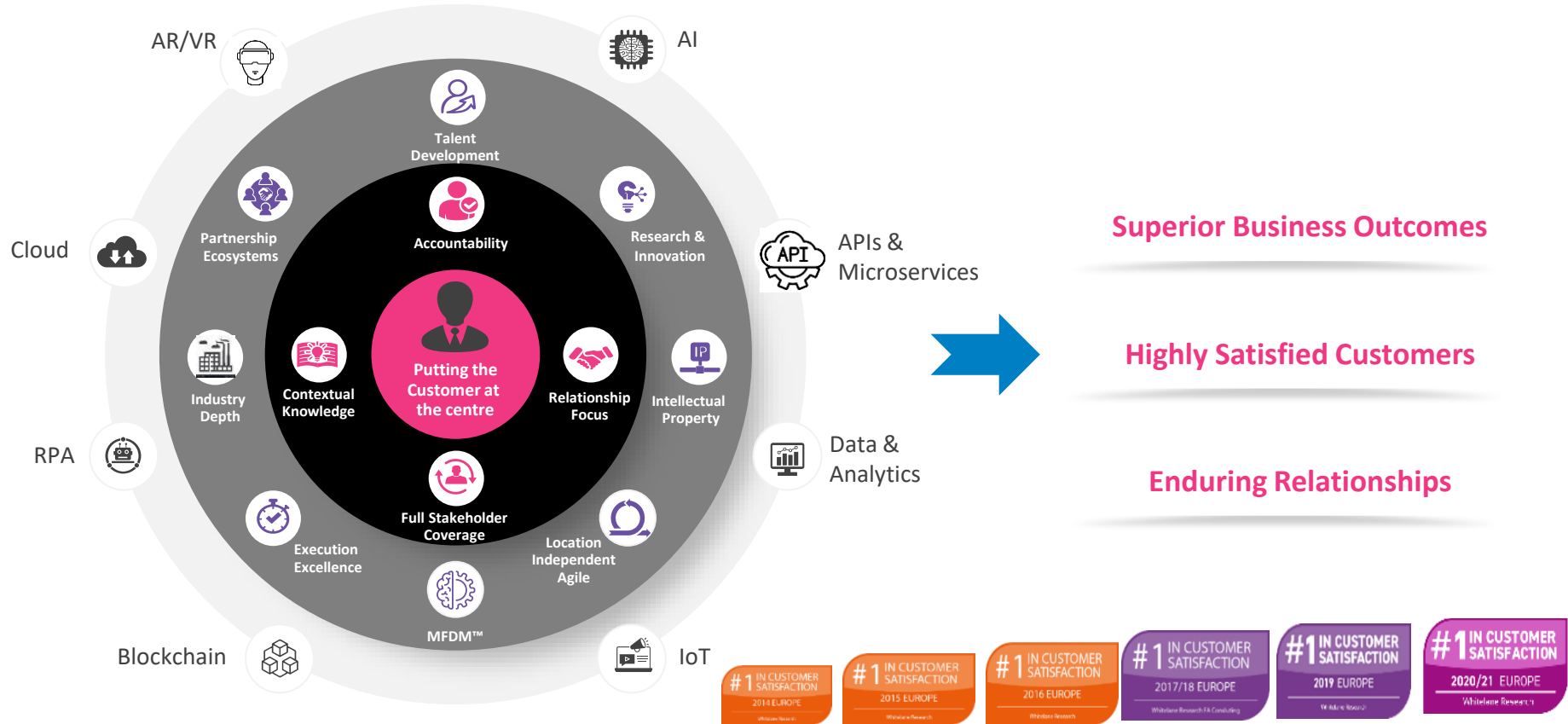
Every business is born out of belief.
The belief you can make an impact.
That you have an idea that matters.
At TCS, we go beyond helping businesses
transform through technology. We help
them make a meaningful difference.
Translating their aspiration into reality.
Building on their ambition and optimism
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.



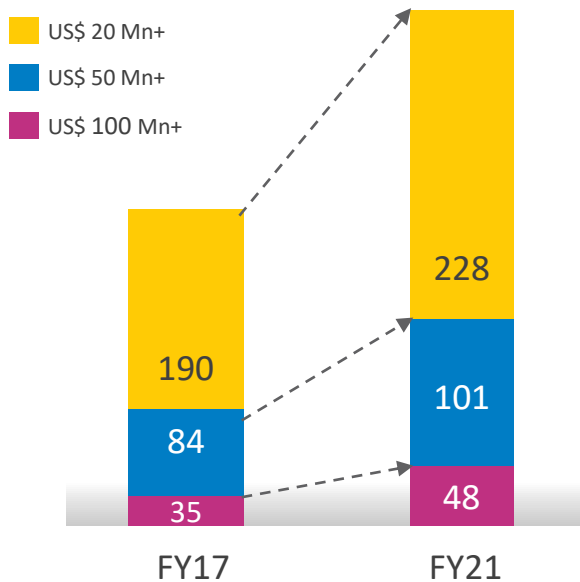
Longer Term Growth Strategy

Customer-centric Strategy: Going Deeper, Casting Wider

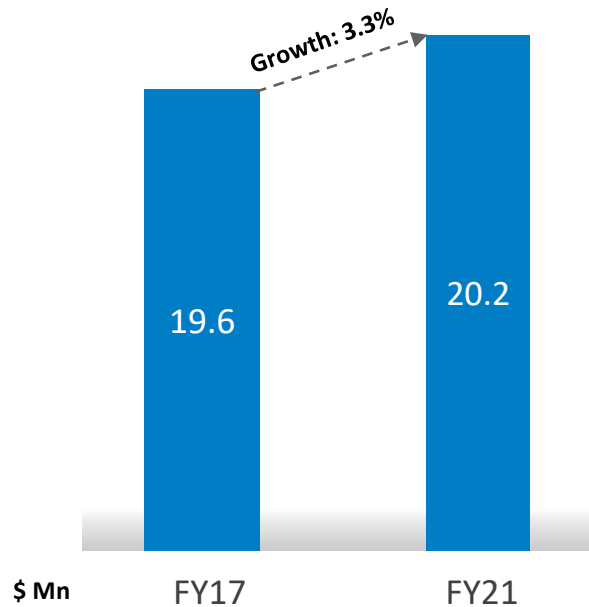


Going Deeper, Casting Wider: Business Outcomes

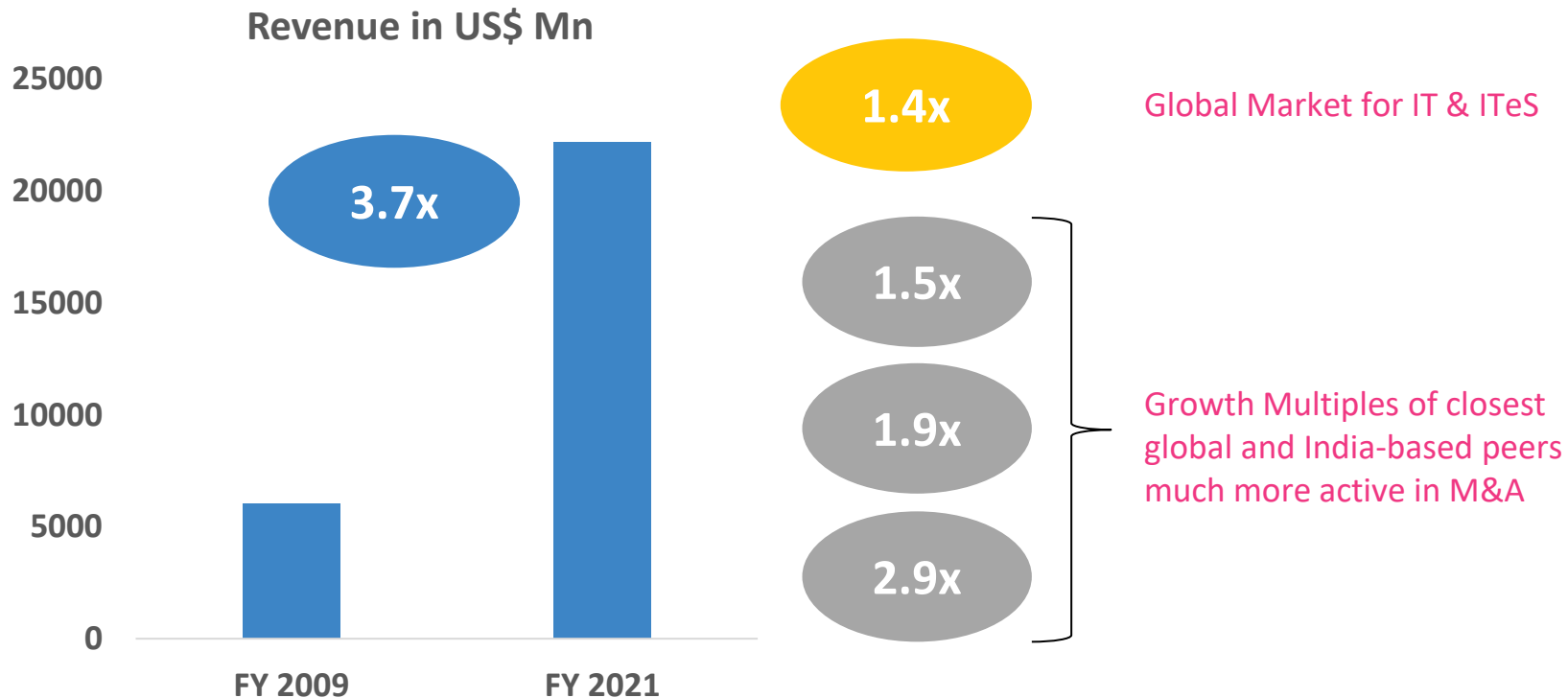
Large Client Metrics



Rev per US\$1 Million Client

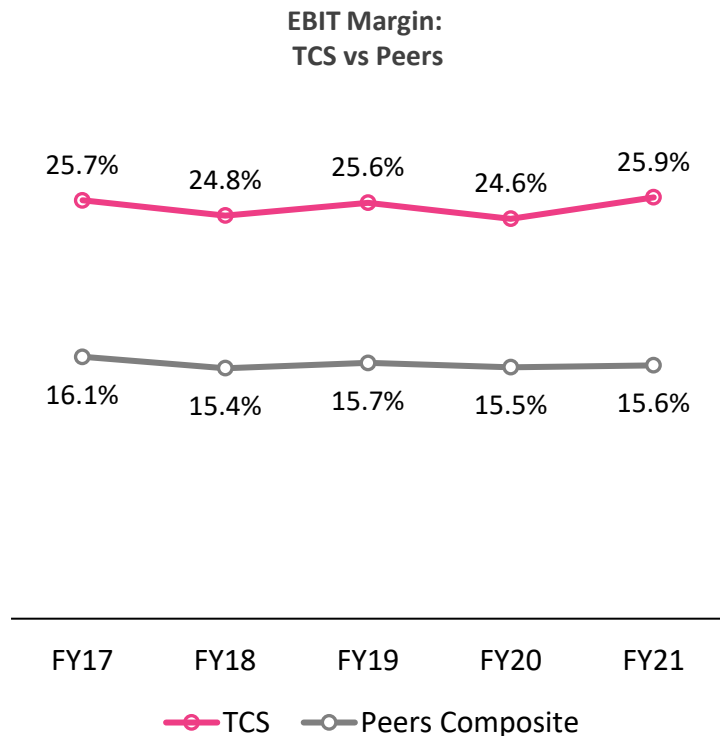


Strong Organic Growth, with Market Share Gains

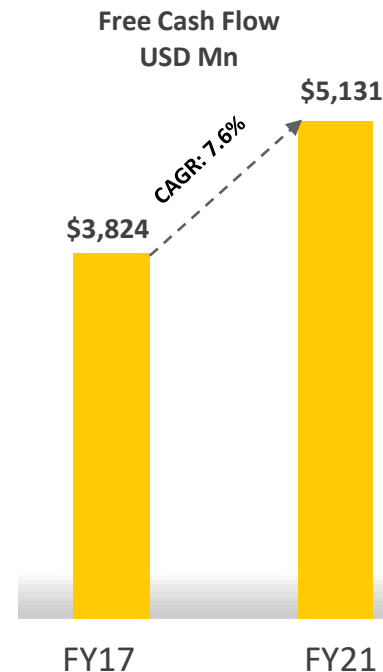
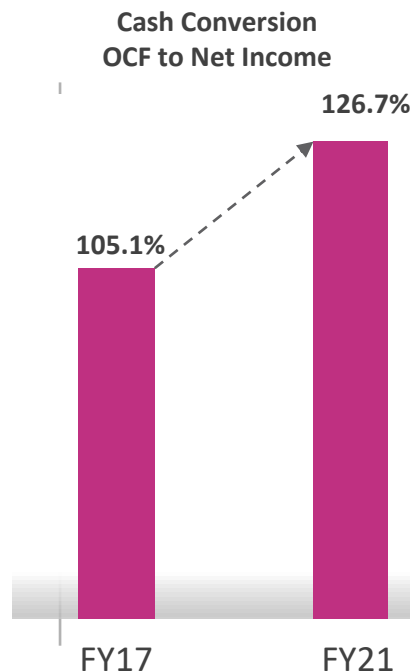


Consistent Profitable Growth for Long Term Value Creation

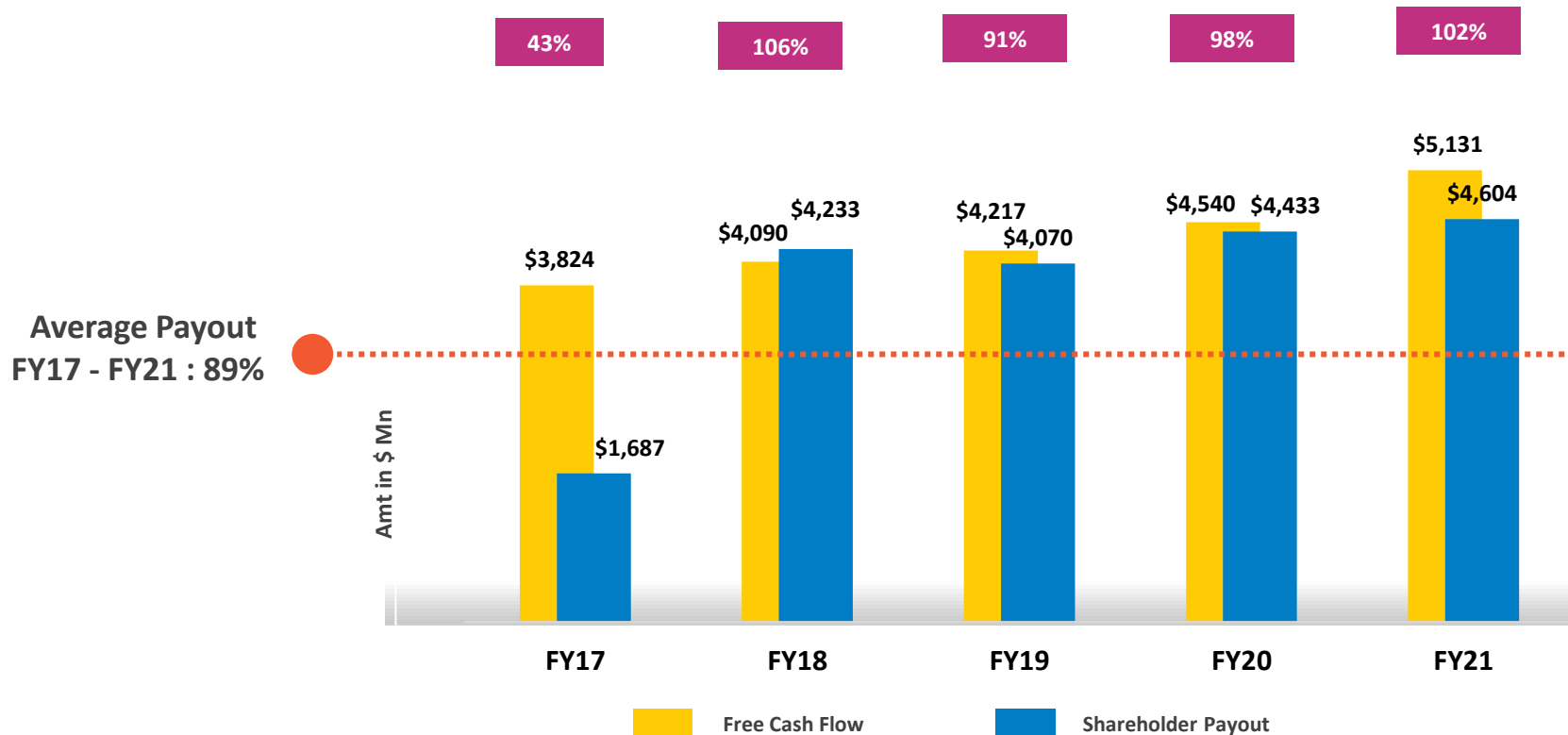
Resilient, Industry-Leading Profitability

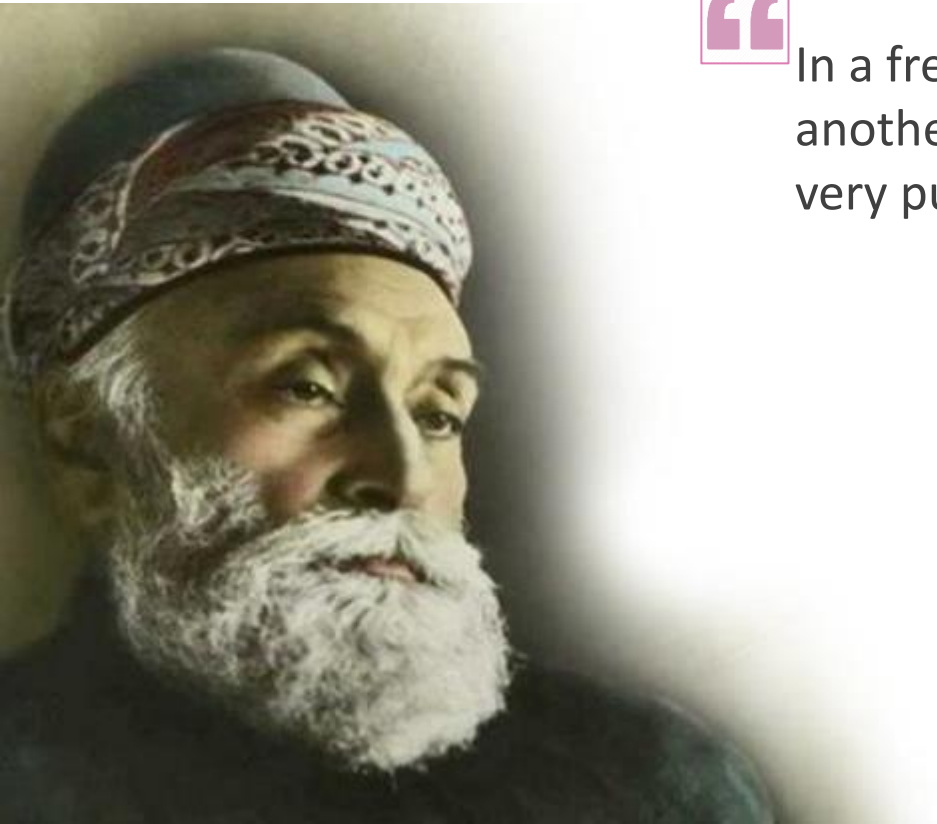


Robust Cash Flow



Shareholder-friendly Capital Allocation





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



₹273 Cr

Contribution to India's
COVID19 Relief Efforts

Volunteering

787,000 | **69,000**

Hours

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

- 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

Market Trends



- More and more industries are leveraging technology to differentiate themselves
- Customers want solutions to business problems and not just technology skills

- Non CIO buyers emerging in enterprises

- Transformational partners selected based on solution quality and time to market

- Greater platformization of business

- Pandemic disruption highlights need for operational resilience and enterprise adaptability

TCS Approach



- Position as a growth and transformation partner
- More investment in research and innovation, co-innovation and collaboration
- Domain-specific IP
- Greater focus on contextual knowledge
- Proactive solution selling

- Full stakeholder services and solutions

- Leverage TCS' contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property

- Launch of cloud based platforms and new business models
- Leverage IP portfolio

- Launch of Secure Borderless Workspaces™
- Greater focus on Location Independent Agile™ and MFDM
- Promote operating model transformation using AI

Outcomes



- Industry-defining mega deals
- Thinner competitive set
- Higher quality revenue
- More fulfilling work, better retention

- Expansion of addressable market
- Higher profile, strategically more important engagements

- Thinner competitive set
- Higher quality revenue

- Large deals that improve business visibility
- Expansion of addressable market
- Frees up spends for systems of differentiation

- Greater focus on resilience and adaptability
- Market share expansion

Annexure

Financial Highlights

IFRS

	Yearly			Quarterly		
	FY21*	FY20	YoY	3Q22	3Q21	YoY
Revenue growth – Constant Currency	(0.8)%			15.4%		
Revenue - INR Mn	1,641,770	1,569,490	4.6%	488,850	420,150	16.4%
Revenue	\$22,174	\$22,031	0.6%	\$6,524	\$5,702	14.4%
Gross Profit	\$9,056	\$9,069	-0.1%	\$2,609	\$2,373	9.9%
Gross Margin	40.8%	41.2%	(33 bps)	40.0%	41.6%	(163 bps)
Operating Income	\$5,741	\$5,414	6.0%	\$1,633	\$1,517	7.6%
Operating Margin	25.9%	24.6%	132 bps	25.0%	26.6%	(157 bps)
Net Income	\$4,513	\$4,541	-0.6%	\$1,303	\$1,180	10.4%
Net Margin	20.4%	20.6%	(26 bps)	20.0%	20.7%	(72 bps)
EPS in INR	89.27	86.19	3.6%	26.41	23.19	13.9%

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

Thank You
