

Investor Presentation

January 2023



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



\$25.7 BN
Revenue FY 2022



25.3%
Operating Margin FY 2022



\$16.8 BN
Brand value assigned by Brand Finance



613,000+
Employees



50,000+
Contextual Masters

184
Solution Centres



219,000+
Women employees

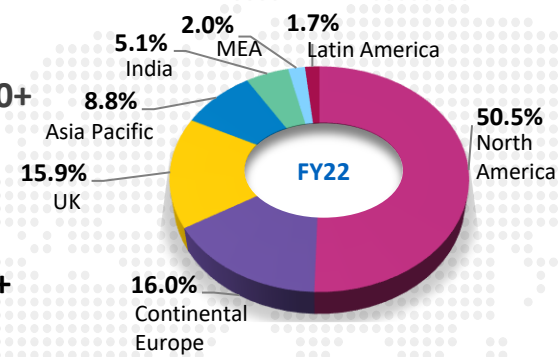


\$144 BN
Market cap – Dec 31, 2022

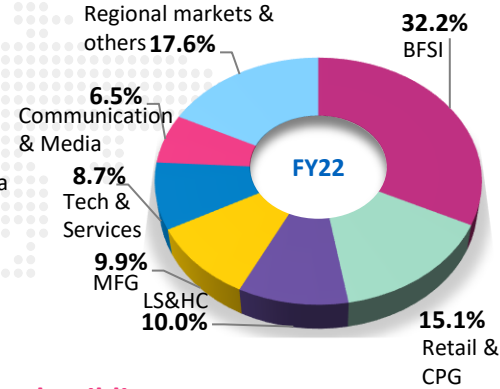
We Are...

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



Marketing and Brand Building



KANTAR BRANDZ
2021 MOST VALUABLE GLOBAL BRANDS



Ranked 20 Future Brand Index 2021

92
Leader rankings by research firms

The TCS Advantage

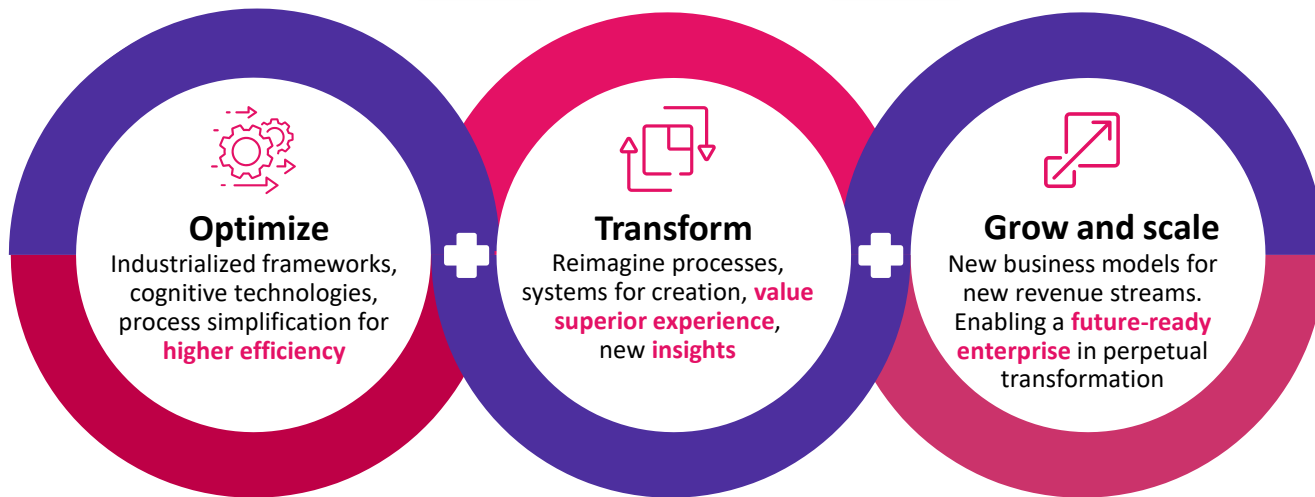
Unmatched
contextual
knowledge

Cutting-edge
technology
and talent

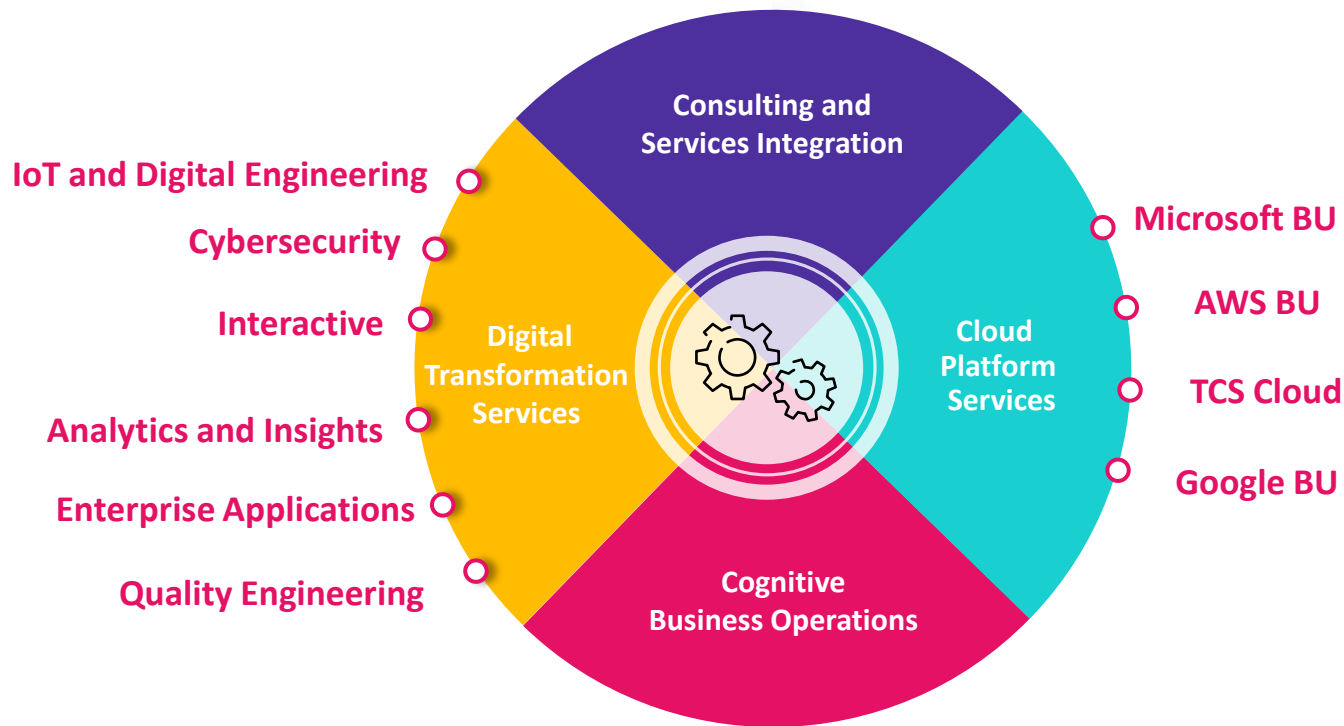
Unique
customer-
centricity

Holistic
solutions for
enterprise value

Transformative
partnership

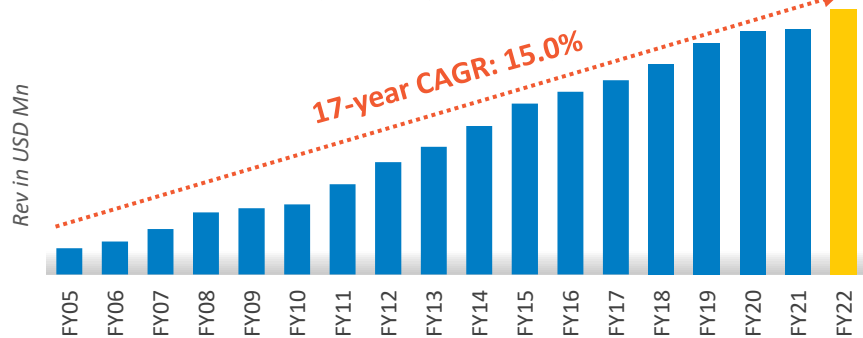


Our Services Portfolio

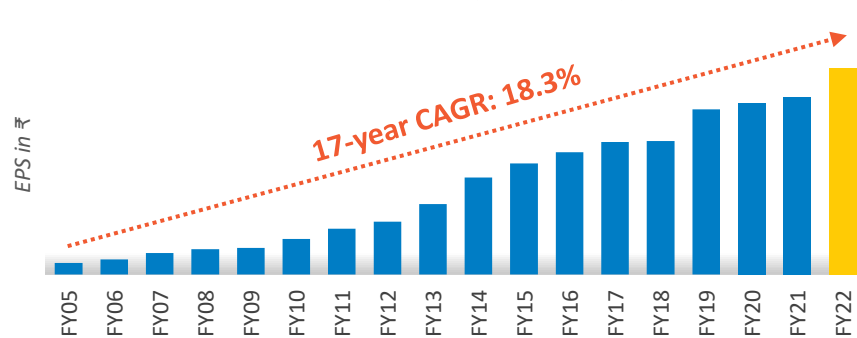


The Journey So Far

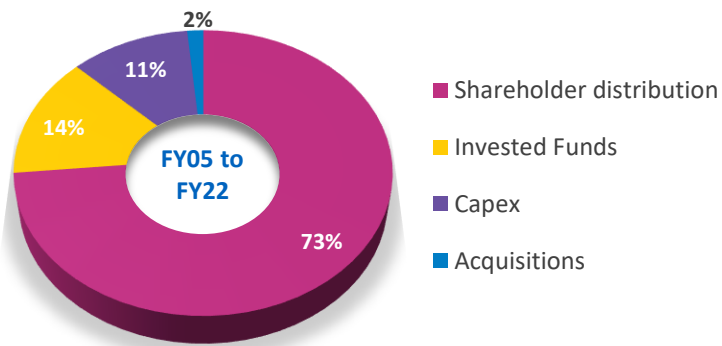
Industry-leading topline growth ...



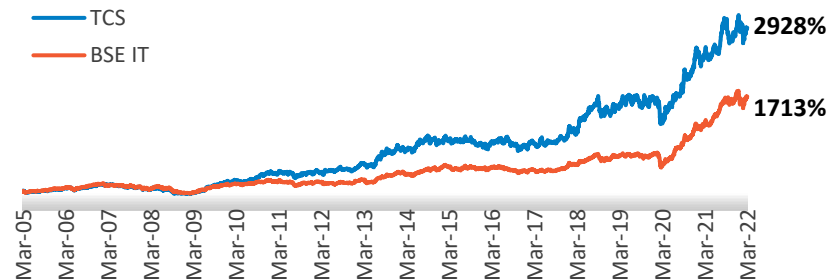
... with superior profitability



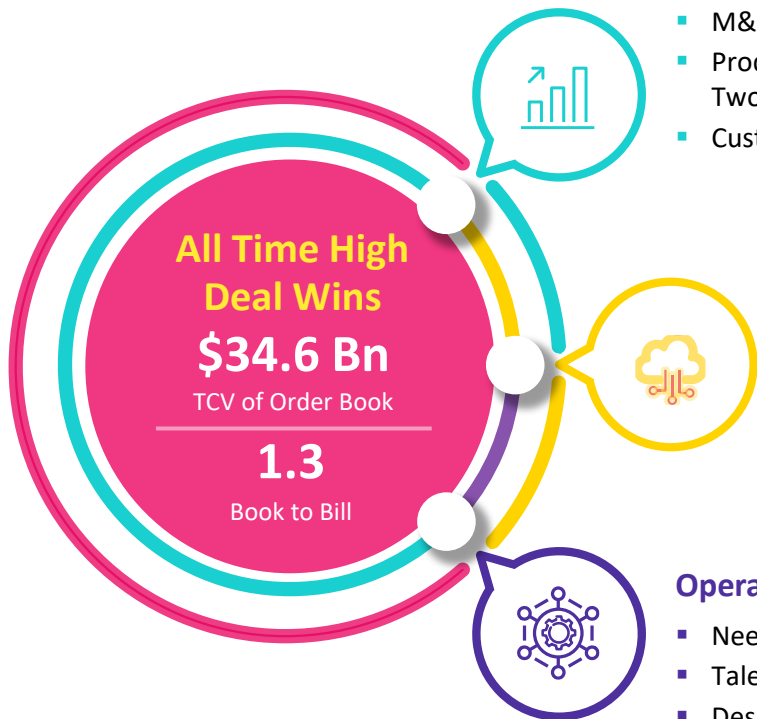
Judicious usage of cash ...



... and higher-than-benchmark share performance



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



8

100

Strategic Investments



Industry-Leading HR Outcomes



- Workforce**
Globally Distributed, Highly Localized
- Talent Pool Expansion**
To Mitigate Supplyside Challenges
- Talent Retention**
Best in the Industry

592,195

Employees

103,546

Net Addition – Highest Ever

100,000+

Fresh Graduates Trained and Onboarded

17.4%

LTM Attrition in IT Services

A Diverse and Dynamic Workforce



153

Nationalities



3 Generations

88%

Millennials



210,000+ Women

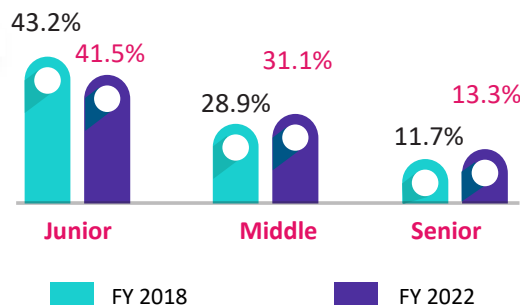
35.6% of workforce

84% Increase in senior women executives over last 5 years

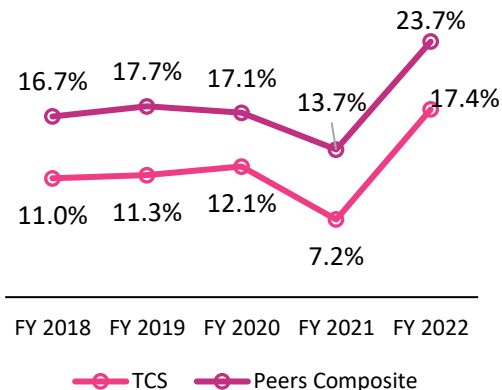
678 Women patent holders

Rising up the ranks

% Women improved at mid- and senior levels over last 5 years



Industry leading talent retention



Fostering a G&T Workforce

Purpose-Centric

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

60.3 mn

Learning hours logged in FY 2022

3.5 mn

Digital competencies
acquired

171,000

Employees deep
skilled

Contextual Masters

Talent with potential to be
tomorrow's G&T leaders

50,000+

CMS

24%

Women

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

TCS Elevate

Linking learning to career growth

13,000

Employees identified as high
talent, with higher pay



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



Stevie® Awards
for Great
Employers



Golden Bridge
Awards for
Business &
Innovation

* All figures as of March 31, 2022

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

tcs Pace™

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

tcs COIN

Extended Co-Innovation
Ecosystem

2,600

Start-ups

58

Academic Partners

**tcs Innovation
Forum**

- 1,350+ clients
- 7 regions
- 65+ client / partner speakers



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

BFSI	tcs BOLNCS™	tcs MasterCraft™	DevOps
Retail	tcs Optumera™ tcs OmniStore™		
Life Sciences	tcs ADD	ignio	Cognitive AI
CMI	tcs HOBS™ tcs Twinx™		jile Agile Tools
SMB	tcs iON	tcs QUARTZ™	BlockChain

Others: Decision Fabric, TCS Enterprise Navigator, PredictCX, Cyber Defence Suite, Enterprise 5G Edge Suite, UCX Framework for Salesforce etc.

Solution Accelerators

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

Bringing Life to Things™

TCS Clever Energy™

tcs IP2™

TCS DigiFleet™

Connected Plant

Connected Health Solutions

tcs Cognix™

tcs Crystallus™

TCS DATOM™

DAEzMo™

DeXAM™

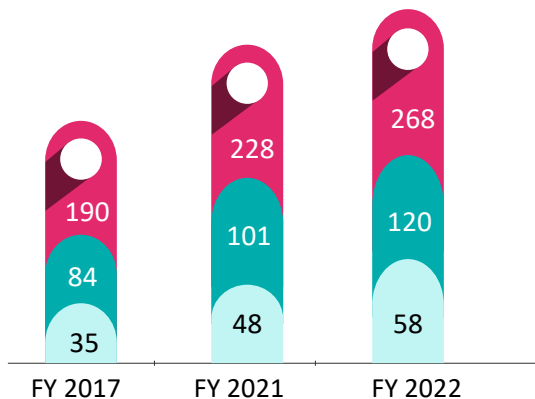
QET Platform

Longer Term Growth Strategy



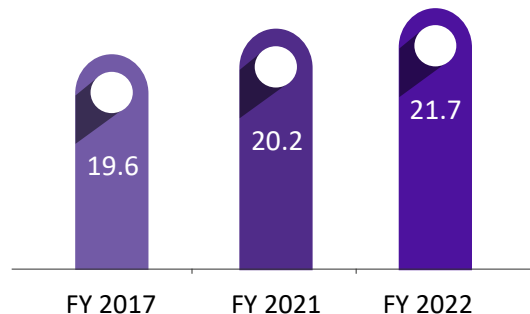
Customer-centricity at the Core of Our Strategy

Client Metrics



■ US\$ 20Mn+ ■ US\$ 50Mn+ ■ US\$ 100Mn+

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



Growth 11%

#1 IN CUSTOMER SATISFACTION
2014 EUROPE
Whistle Research

#1 IN CUSTOMER SATISFACTION
2015 EUROPE
Whistle Research

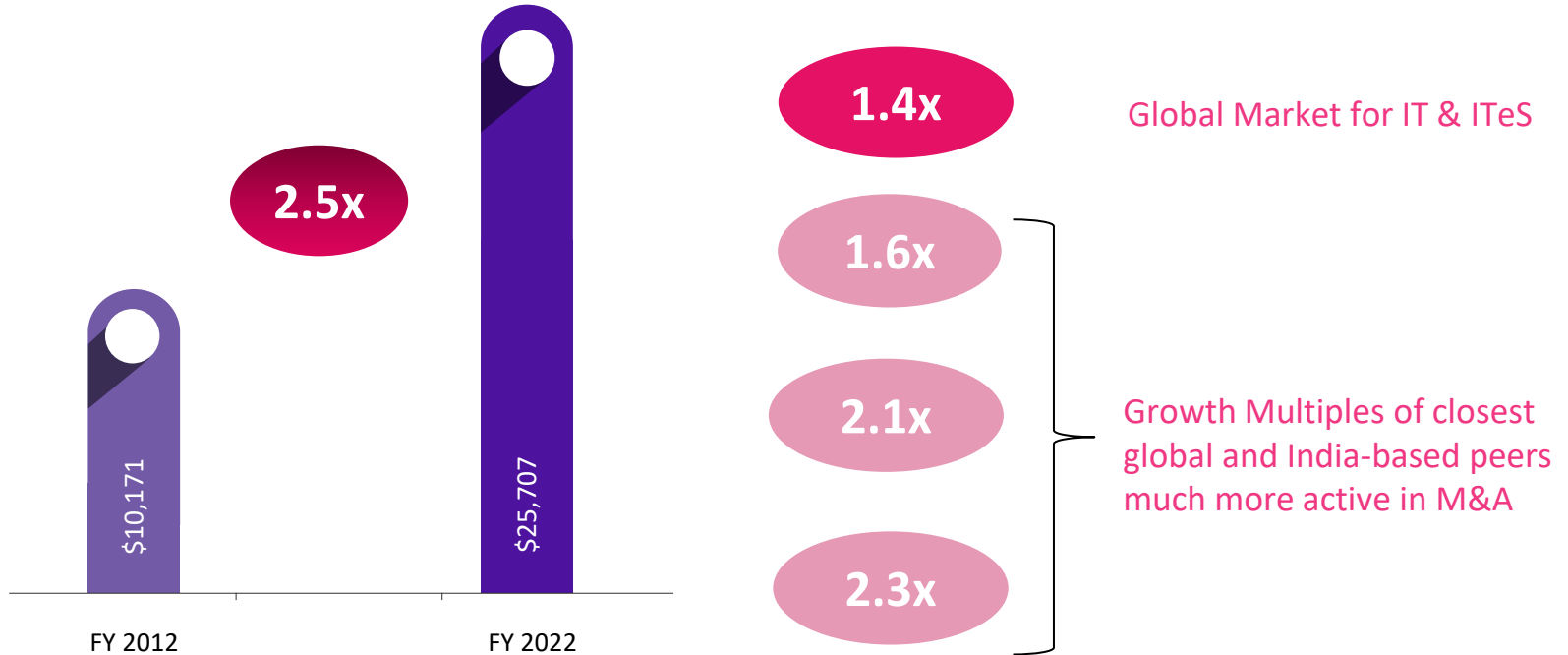
#1 IN CUSTOMER SATISFACTION
2016 EUROPE
Whistle Research

#1 IN CUSTOMER SATISFACTION
2017/18 EUROPE
Whistle Research & Consulting

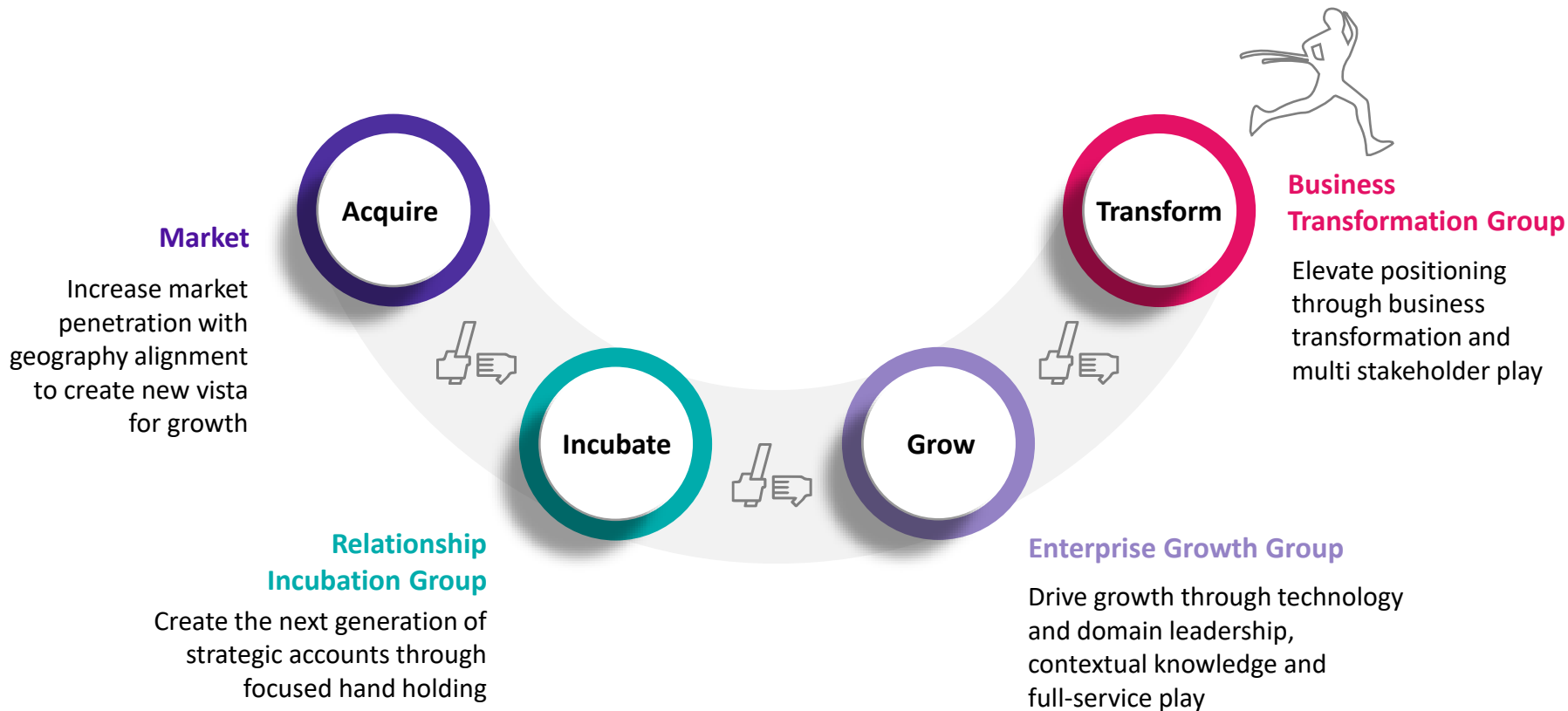
#1 IN CUSTOMER SATISFACTION
2019 EUROPE
Whistle Research

#1 IN CUSTOMER SATISFACTION
2020/21 EUROPE
Whistle Research

Strong Organic Growth, with Market Share Gains



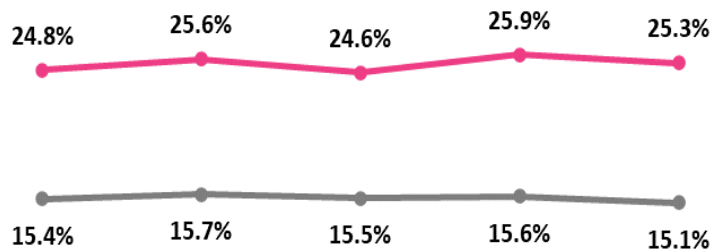
An Industry-First Operating Model to Power our Journey Ahead



Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability

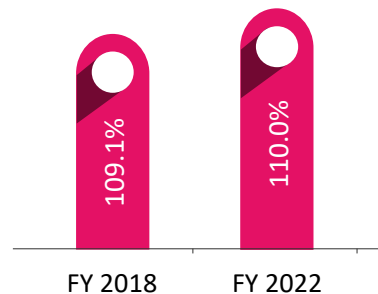
EBIT Margin: TCS vs Peers



—●— TCS —●— Peers Composite

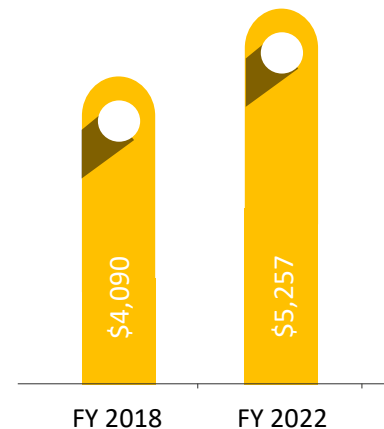
Robust Cash Flow

Cash Conversion
OCF to Net Income

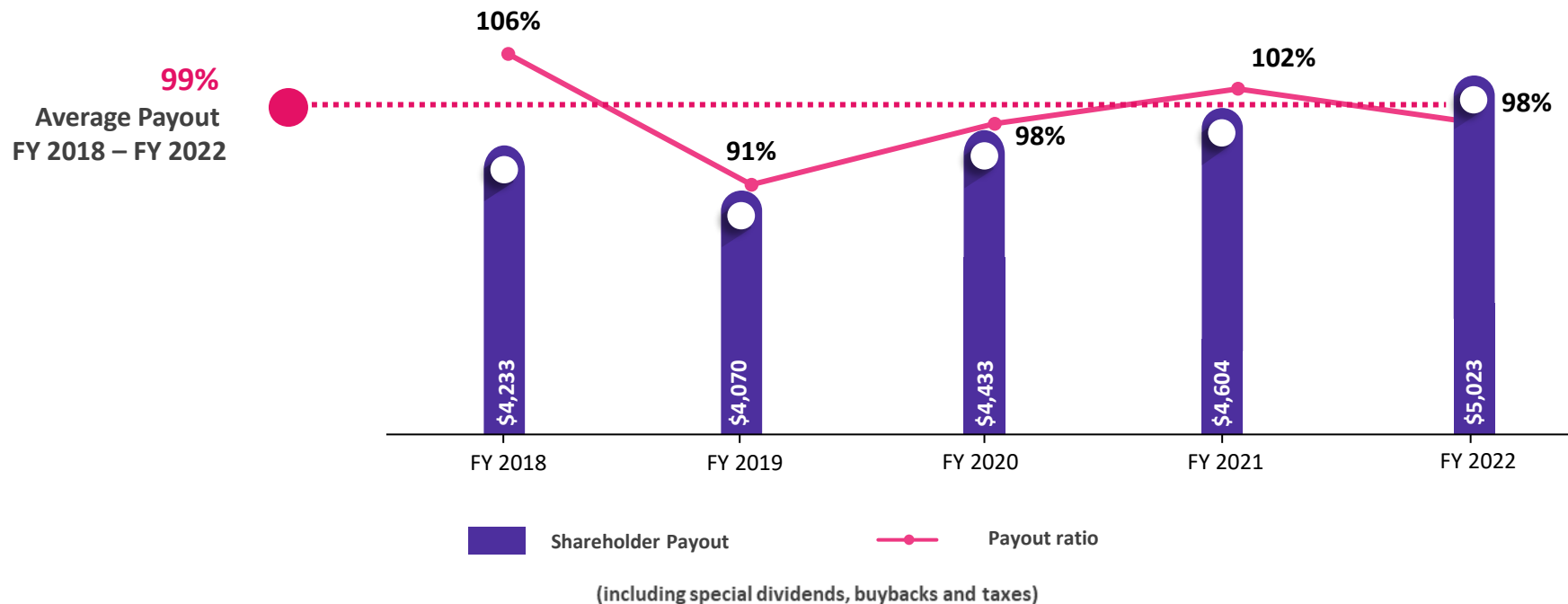


Free Cash Flow
USD Mn

CAGR: 6.6%



Shareholder-friendly Capital Allocation



Making Progress in our Net Zero Journey*



Net Zero

By 2030

70%

Reduction in Scope 1+2 emissions by 2025 vs base year 2016

66%

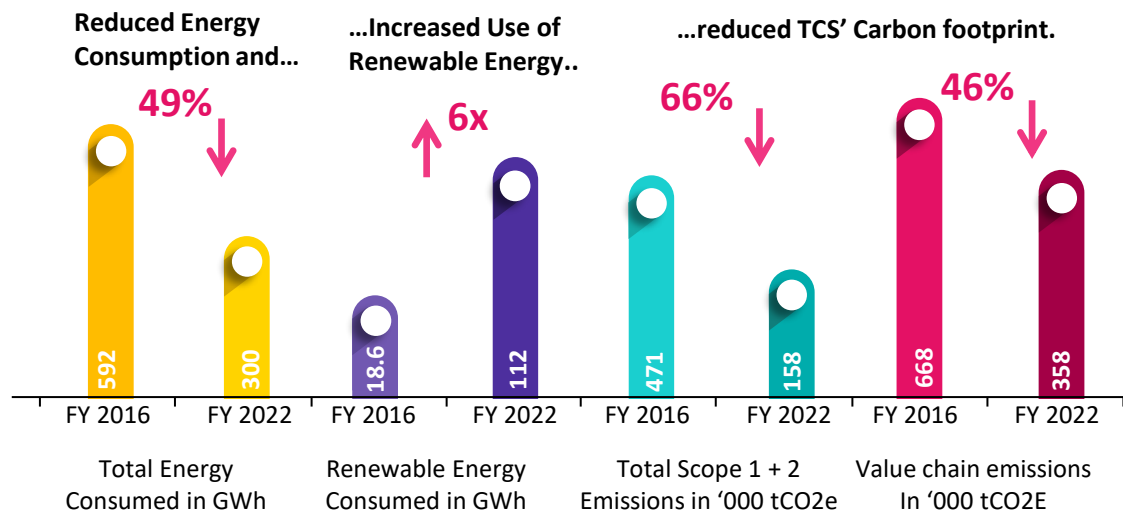
Reduction in Scope 1+2 emissions vs base year 2016

84%

Recycling of sewage generated (India)

100%

Recycling of regulated wastes, e-wastes, paper, packaging and plastics



* As of March 31, 2022

And Helping Clients in Their Sustainability Journeys

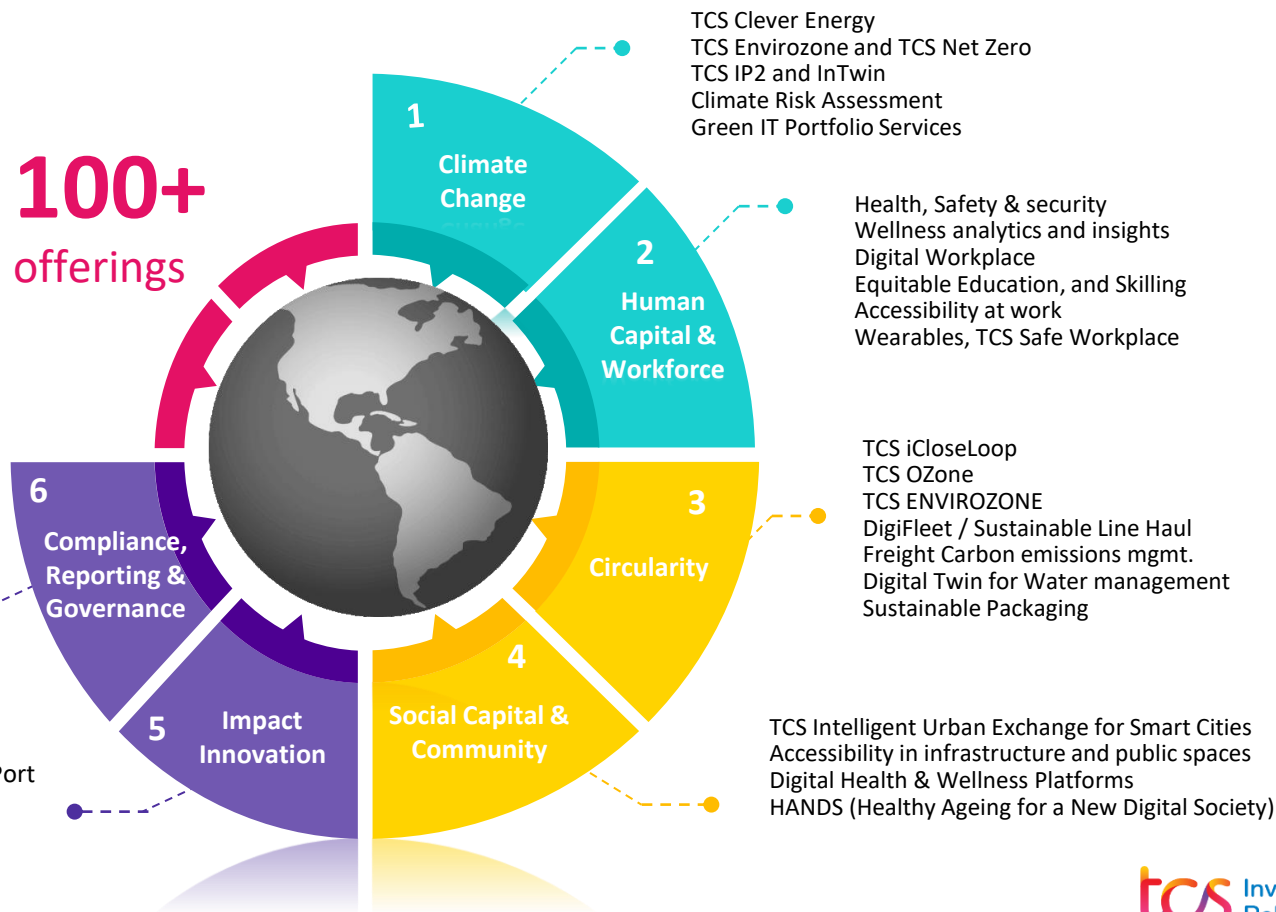
and more

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

100+
offerings



Giving back to the Community

Adult Literacy Program

7,400+

learners

162

districts

Volunteering

700,000+

Hours

58,900

Volunteers

Overall Impact

1.7 Mn

Beneficiaries

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



Opportunity / Threat 	TCS Approach 	Outcomes 
<ul style="list-style-type: none">▪ Greater interest in using technology to drive business growth	<ul style="list-style-type: none">▪ 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.	<ul style="list-style-type: none">▪ 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.
<ul style="list-style-type: none">▪ Accelerated adoption of public cloud	<ul style="list-style-type: none">▪ 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.	<ul style="list-style-type: none">▪ 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



Opportunity / Threat 	TCS Approach 	Outcomes 
<ul style="list-style-type: none"> Greater acceptance of as-a-Service platforms 	<ul style="list-style-type: none"> 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. <p>TCS IP:</p> <ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Stronger win-win partnerships. Expansion of addressable market. Strong growth in SaaS sales Platforms drive stickier relationships, with long term revenue visibility.
<ul style="list-style-type: none"> Operations optimization to fund transformation 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> Thinner competitive set Higher quality revenue
<ul style="list-style-type: none"> Pandemic-forced remote working 	<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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



Amount in USD Mn, unless otherwise stated

IFRS	Yearly			Quarterly		
	FY 2022	FY 2021*	YoY	3Q 2023	3Q 2022	YoY
Revenue growth – Constant Currency			15.4%			13.5%
Revenue - INR Mn	1,917,540	1,641,770	16.8%	582,290	488,850	19.1%
Revenue	\$25,707	\$22,174	15.9%	\$7,075	\$6,524	8.4%
Gross Profit	\$10,341	\$9,056	14.2%	\$2,834	\$2,609	8.6%
Gross Margin	40.2%	40.8%	(61 bps)	40.1%	40.0%	7 bps
Operating Income	\$6,496	\$5,741	13.2%	\$1,736	\$1,633	6.3%
Operating Margin	25.3%	25.9%	(62 bps)	24.5%	25.0%	(49 bps)
Net Income	\$5,139	\$4,513	13.9%	\$1,318	\$1,303	1.2%
Net Margin	20.0%	20.4%	(36 bps)	18.6%	20.0%	(134 bps)
EPS in INR	103.62	89.27	16.1%	29.64	26.41	12.2%

Thank You

