TATA CONSULTANCY SERVICES

Investor Relations

Investor Presentation

July 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, cyber attacks or security breaches, 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

$27.9 BN
Revenue FY 2023

24.1%
Operating Margin FY 2023

2023 Brand Finance® Awards
TOP 2 MOST VALUABLE IT SERVICES BRAND

$17.2 BN
Brand value assigned by Brand Finance

615,000+
Employees

62,000+
Contextual Masters

184
Solution Centres

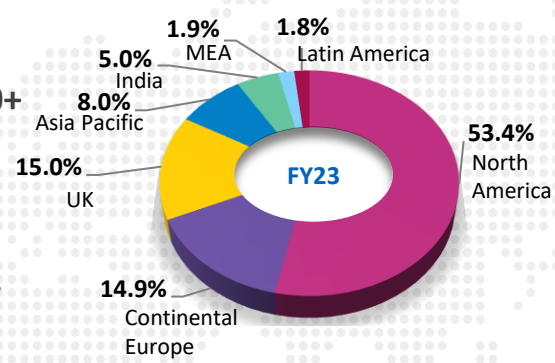
220,000+
Women employees

$147 BN
Market cap – Jun 30, 2023

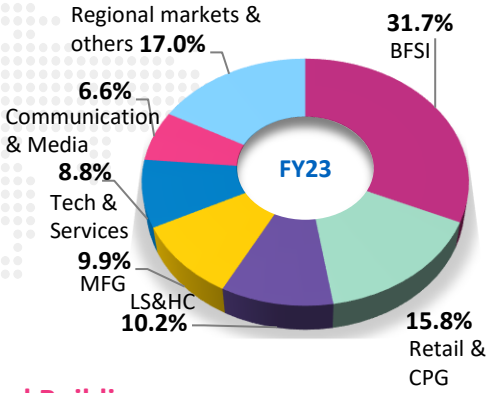
We Are…

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

126
Leader rankings by research firms

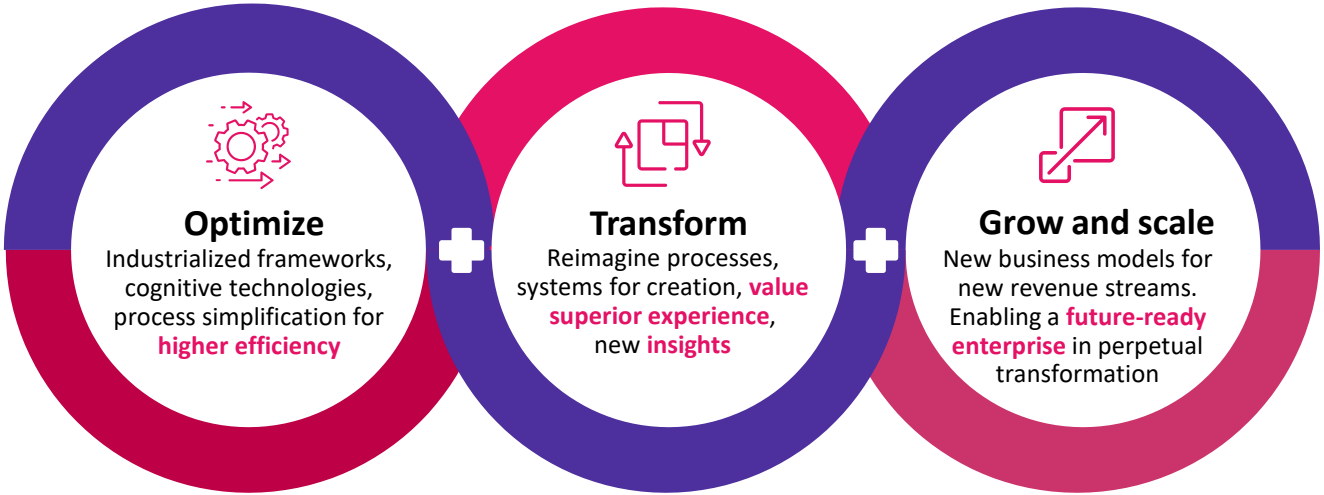
KANTAR BRANDZ 2022 MOST VALUABLE INDIAN BRANDS

AWARDED Superbrands AMERICA'S CHOICE 2022

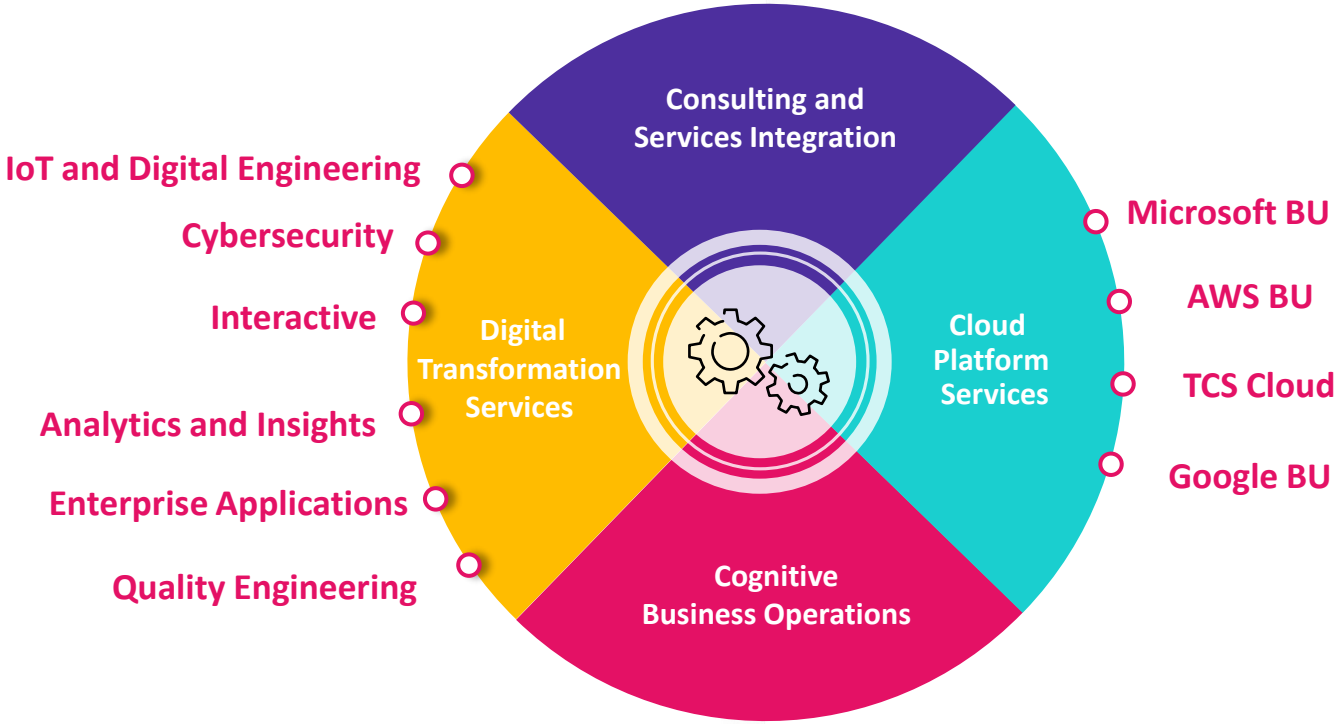
HURUN INDIA 2022 500 India's Most Valuable Enterprises

The TCS Advantage

Unmatched contextual knowledge | Cutting-edge technology and talent | Unique customer-centricity | Holistic solutions for enterprise value | Transformative partnership

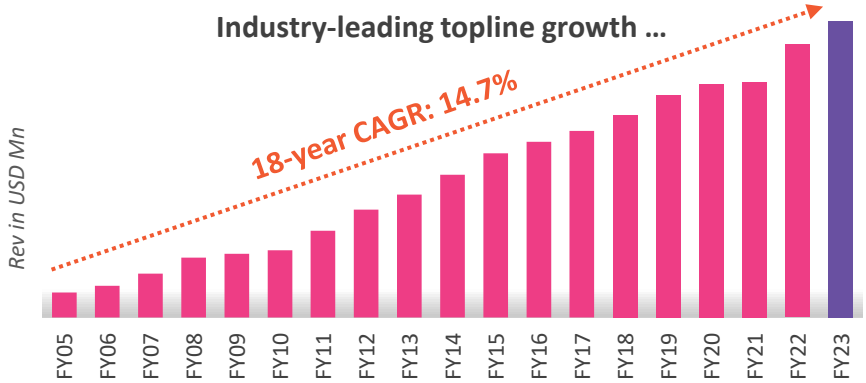


Our Services Portfolio

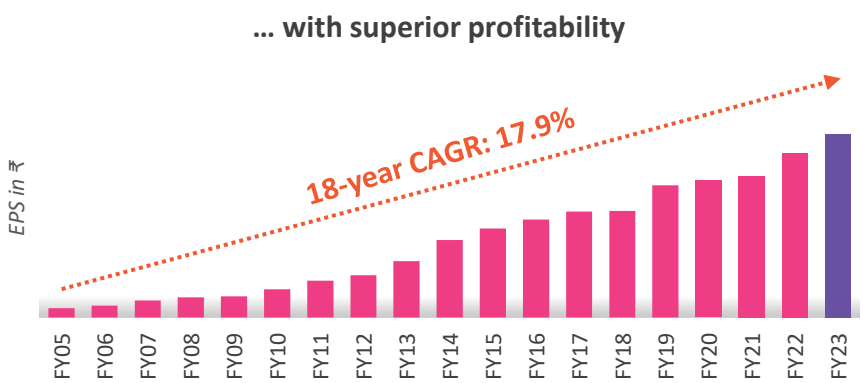


The Journey So Far

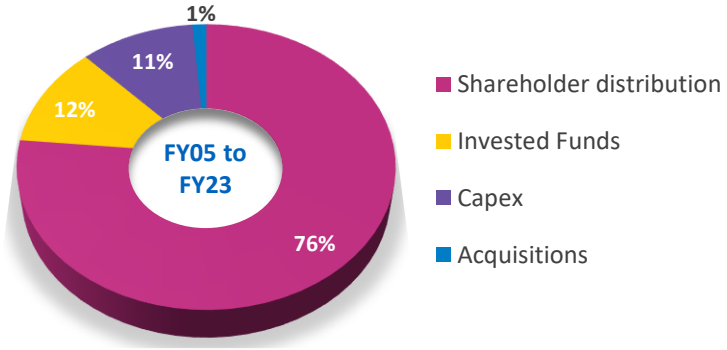
Industry-leading topline growth …



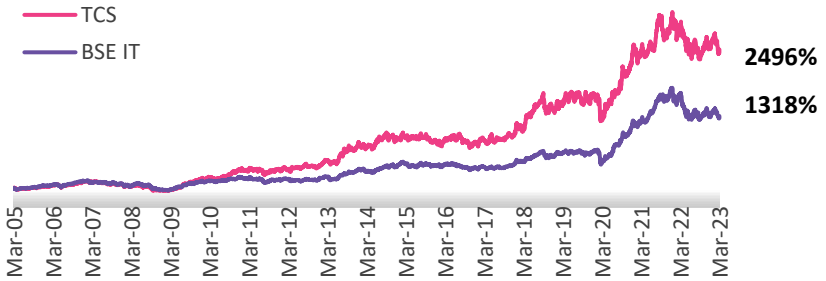
… with superior profitability



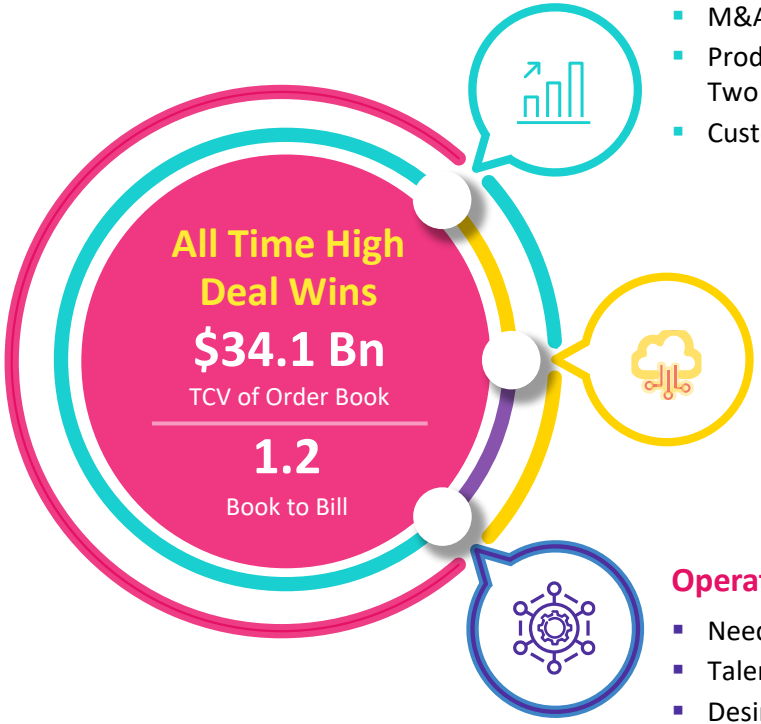
Judicious usage of cash …



… and higher-than-benchmark share performance



Key Demand Drivers of Growth in FY 2023



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 Transformation – 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

Gaining Share in the G&T Opportunity

TATA CONSULTANCY SERVICES

tcs Investor Relations

Strategic Investments

Industry-Leading HR Outcomes

Workforce
Globally Distributed, Highly Localized

614,795
Employees

22,600
Net Addition

Talent Pool Expansion
To Mitigate Supplyside Challenges

150,000+
Fresh Graduates Trained and Onboarded in last 2 years

Highest ever gross addition of lateral hires in a given financial year

Talent Retention
Best in the Industry

20.1%
LTM Attrition in IT Services

A Diverse and Dynamic Workforce

150
Nationalities

3 Generations

88%
Millennials

~220,000+ Women

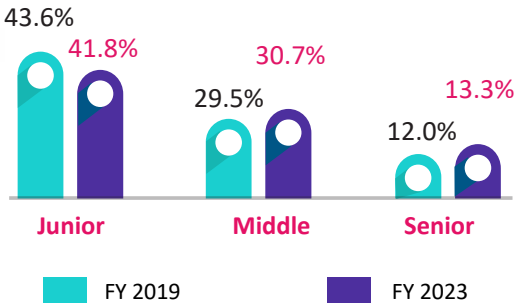
35.7% of workforce

60% Increase in senior women executives over last 5 years

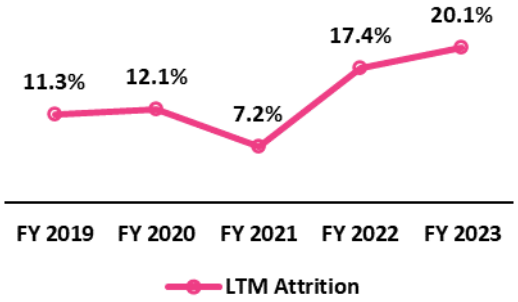
747 Women patent holders

Rising up the ranks

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



Industry leading talent retention



* All figures as of March 31, 2023

Fostering a G&T Workforce

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

48.3 mn
Learning hours logged in FY 2023

6 mn
Competencies acquired

194,000
Employees deep skilled

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

64,000+
CMs

26%
Women

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

TCS Elevate
Linking learning to career growth

21,000
Employees identified as hi-talent, with higher pay

ATD's Best of the Best

Skill Development Programme of the Year
Elevate Wings2

Best Unique or Innovative Leadership Development Program
Elevate

Best Use of Social Collaborative Learning
LBC

Best Learning Team
Xplore/Xperience

Best Advance in Content Authoring Technology
MuMCAP: Multi-model content authoring platform

Achievement in Workforce Development and Learning
TCS Talent Development

Best Use of People Analytics
TCS Talent Development Data Analytics

* All figures as of March 31, 2023

Helping Clients Innovate at Scale

5,500+ Researchers and Innovators

260+ Publications

7,305 Patents Filed

2,878 Patents Granted

TCS Pace™

- 5 Active PacePorts
- 5 'Powered by Pace' Centers
- 60 Partner engagements
- 45 Strategic customers engaged

TCS COIN

Extended Co-Innovation Ecosystem

2,700+ Start-ups

80+ Academic Partners

* All figures as of March 31, 2023

Focus Areas of TCS' R&I: Purposeful AI; Computing Futures; Digital Sciences; Sustainability

Physical Sciences

- Meta Materials for Communications
- New Materials Formulation
- Li-ion Batteries
- Catalysis
- Effluent Treatment

Behavioural and Business Sciences

- Emotional Wellbeing for Enterprise
- Consumer Behavior in Retail
- Gamified Engagement and Learning
- Understanding Personae in Connected Homes

Life Sciences

- Generative Design in:
  - Drug (including vaccines and proteins) design and synthesis
  - Molecules, Formulations and Manufacturing Processes

Computing / Data Sciences

- High Performance Computing and AI
- Multicloud deployments
- Cyber Cloud - Data Residency, Compliance, Security - Resilience on Cloud
- Low Energy Hardware, Low Energy High Performance Computing
- Edge Hardware for Compute and Communication
- Quantum Communications
- Robo Logistics
- Learning Aided Adaptive Software
- Digital Transformation for Applications
- AI in SDLC and Data Analytics
- AI for Cybersecurity
- Privacy preserving Service Operations, Privacy preserving Biometrics; Trustworthy AI
- Remote Sensing Spacetech for Sustainability and Infrastructure
- Energy Internet and Carbon Market
- Sustainability in Manufacturing, Carbon Capture, NetZero Transition and Renewables

Accelerators, Products and Platforms: Competitive Differentiators

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

BFSI	TCS BANCS™	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

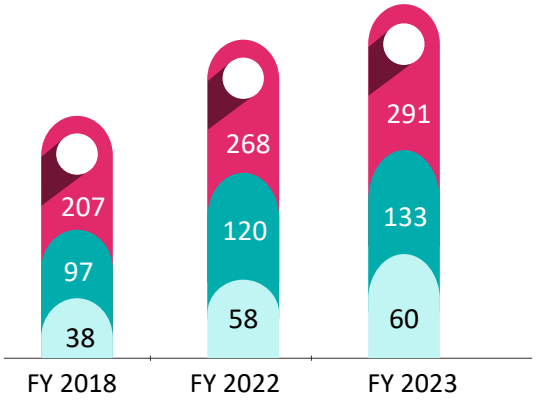
TATA CONSULTANCY SERVICES

tcs Investor Relations

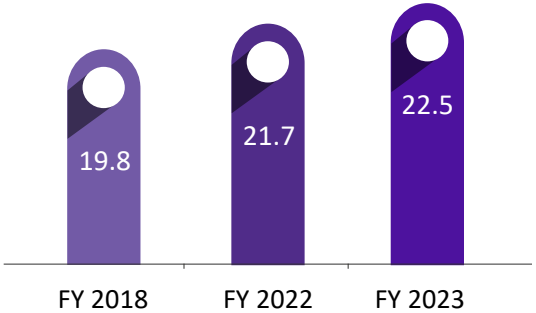
Longer Term Growth Strategy

Customer-centricity at the Core of Our Strategy

Client Metrics



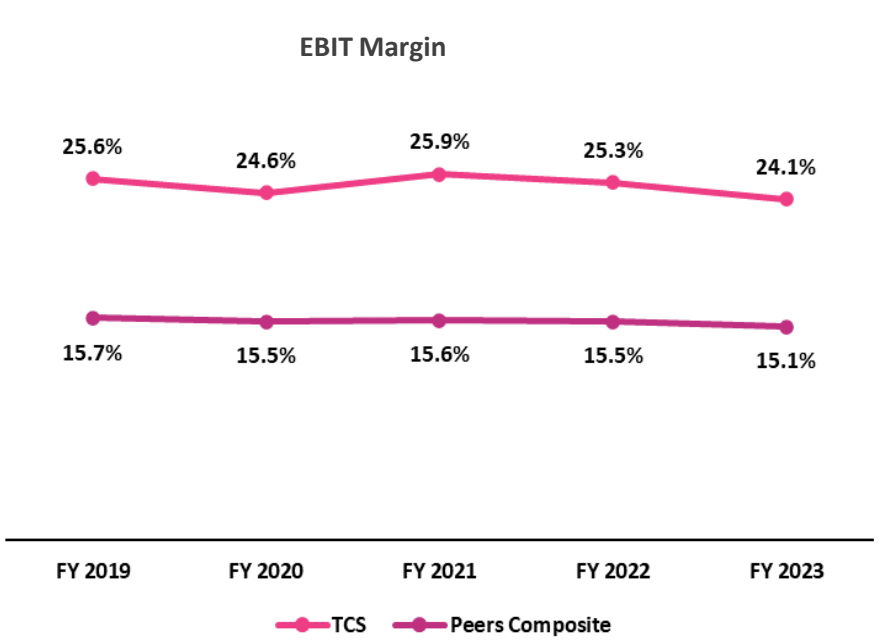
Rev per US$ 1 Million+ Client ($ Mn)



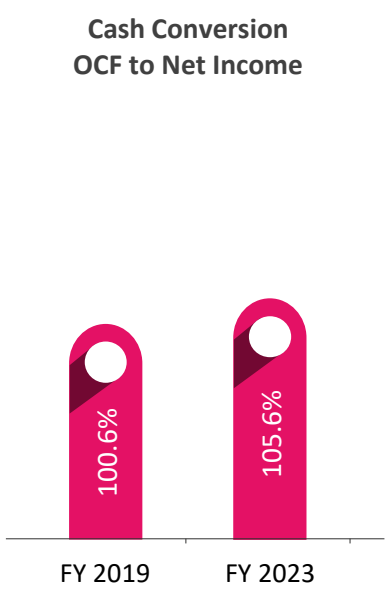
Growth 13.5%

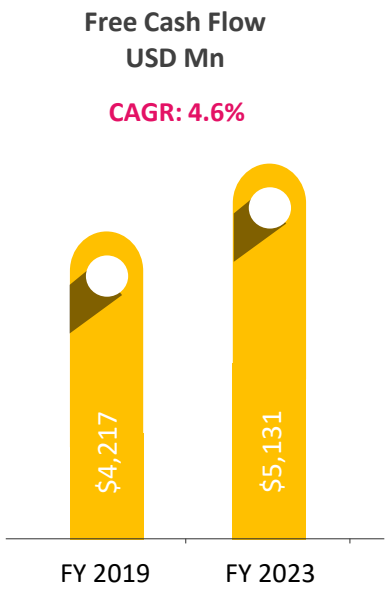
Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability



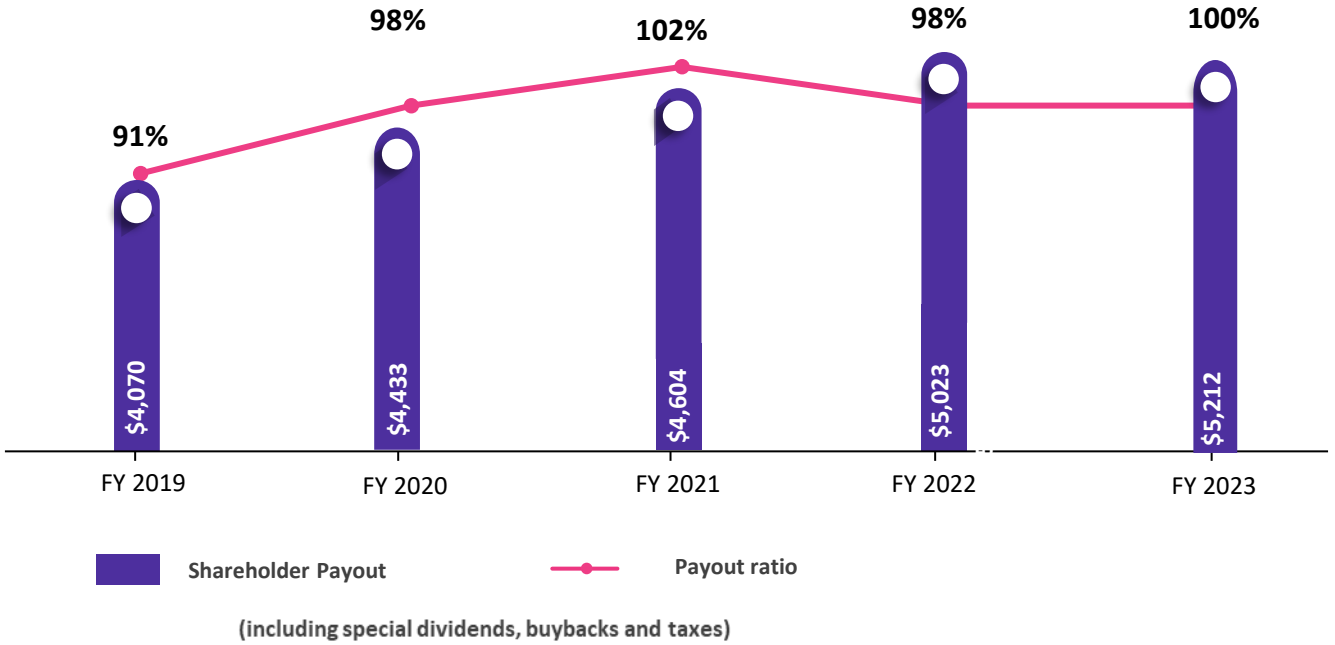
Robust Cash Flow





Shareholder-friendly Capital Allocation

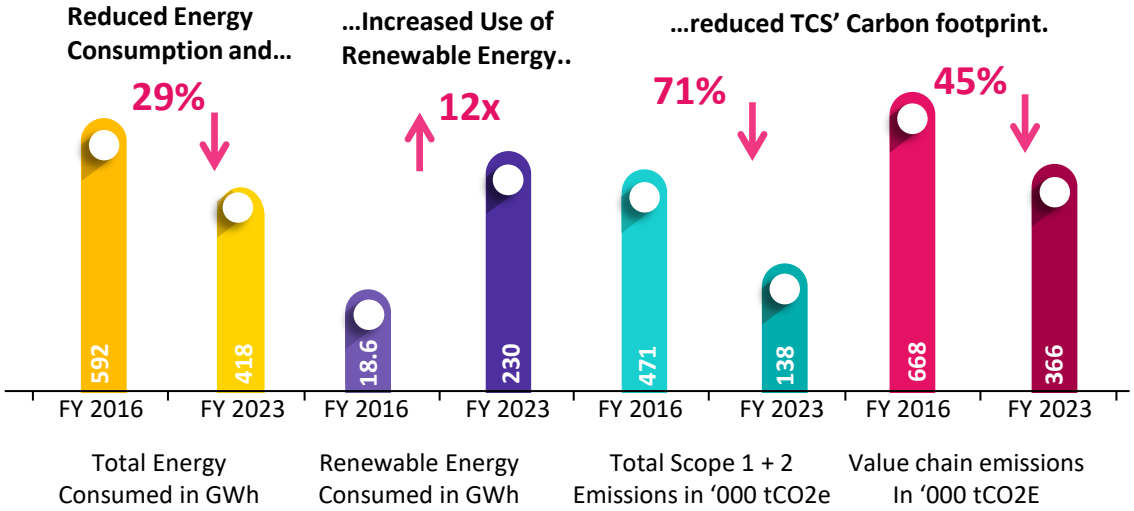
98%
Average Payout
FY 2019 – FY 2023



(including special dividends, buybacks and taxes)

Making Progress in our Net Zero Journey*

Target	Achieved in FY 2023	Water	Waste
Net Zero By 2030	**70%** Reduction in Scope 1+2 emissions by 2025 vs base year 2016	**71%** Reduction in Scope 1+2 emissions vs base year 2016	**88%** Recycling of sewage generated (India)	**100%** Recycling of regulated wastes, e-wastes, paper, packaging and plastics



* As of March 31, 2023

And Helping Clients in Their Sustainability Journeys

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)

TCS Pace and TCS PacePort
Digital Impact Square

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

and more

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

Giving back to the Community

Literacy Program

1.1 Mn+
learners

Bridging the Literacy Gap

Volunteering

2.8 Mn
Hours

150k
Volunteers

Overall Impact

4.5 Mn
Beneficiaries

goIT

41,000+
Students

BridgeIT

347
Entrepreneurs

Youth Employment Program

48,600+
Rural youth trained across India

Tata Medical Center, Cancer Institute

117,600+
New Patient Consultations

Ignite My Future

293,000
Students

TCS Strategic Responses to Opportunities and Threats

Opportunity / Threat	TCS Approach	Outcomes
▪ Macroeconomic uncertainty impacting decision making and prompting cost reduction initiatives	▪ Proven track record in helping enterprises reduce their cost of operations. ▪ Proactive pitching of IT and business operating model transformations that not only deliver greater efficiency, but also enhance enterprise agility, resilience and through-put. ▪ Leveraging full services capability and deep client relationships to propose product-aligned operating models. ▪ Use of TCS Cognix™ to accelerate operations transformation, using over 600 pre-built automation components that infuse AI/ML and other technologies into IT and business processes to reduce human intervention, increase velocity and throughput.	▪ Strong deal flow resulting in a robust order book that gives better visibility of medium-term growth. ▪ Market share gains in vendor consolidations. ▪ Efficiency gains helping fund client's transformation programs in some instances. ▪ TCS Cognix recognized as a means of driving quicker realization of RoI, and used by nearly 300 clients.
▪ Greater interest in using technology to drive business growth	▪ Focused on developing contextual knowledge and applying that for inside-out transformations. ▪ Continued investments in Research and Innovation, Pace Ports, and Intellectual Property. ▪ 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 Growth and transformation 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.

TCS Strategic Responses to Opportunities and Threats

Opportunity / Threat	TCS Approach	Outcomes
▪ Accelerated adoption of public cloud	▪ 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. ▪ Over 100,000 hyperscaler-certified employees.
▪ 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: ▪ Promoted SaaS versions of in-house product portfolio; now 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.

TATA CONSULTANCY SERVICES

tcs Investor Relations

Annexure

Financial Highlights

Amount in USD Mn, unless otherwise stated

IFRS	Yearly			Quarterly		
	FY 2023	FY 2022	YoY	1Q 2023	1Q 2022	YoY
Revenue growth – Constant Currency			13.7%			7.0%
Revenue - INR Mn	2,254,580	1,917,540	17.6%	593,810	527,580	12.6%
Revenue	$27,927	$25,707	8.6%	$7,226	$6,780	6.6%
Gross Profit	$11,043	$10,341	6.8%	$2,856	$2,605	9.6%
Gross Margin	*39.5%*	*40.2%*	*(70 bps)*	*39.5%*	*38.4%*	*110 bps*
Operating Income	$6,714	$6,496	3.4%	$1,674	$1,566	6.9%
Operating Margin	*24.1%*	*25.3%*	*(120 bps)*	*23.2%*	*23.1%*	*10 bps*
Net Income	$5,219	$5,139	1.6%	$1,347	$1,218	10.6%
Net Margin	*18.7%*	*20.0%*	*(130 bps)*	*18.6%*	*18.0%*	*70 bps*
EPS in INR	115.19	103.62	11.2%	30.26	25.90	16.8%

TATA CONSULTANCY SERVICES

tcs Investor Relations

Thank You