TATA CONSULTANCY SERVICES

TATA

Innovating for Greater Futures

Integrated Annual Report 2021 22

Content

About TCS

Tata Consultancy Services is an IT services, consulting and business solutions organization that has been partnering with many of the world's largest businesses in their transformation journeys for over 50 years. TCS offers a consulting-led, cognitive powered, integrated portfolio of business, technology and engineering services and solutions. This is delivered through its unique Location Independent Agile™ delivery model, recognized as a benchmark of excellence in software development.

A part of the Tata group, India's largest multinational business group, TCS has over 592,000 of the world's best-trained consultants in 55 countries. The company generated consolidated revenues of US $25.7 billion in the fiscal year ended March 31, 2022, and is listed on the BSE (formerly Bombay Stock Exchange) and the NSE (National Stock Exchange) in India.

TCS' proactive stance on climate change and award-winning work with communities across the world have earned it a place in leading sustainability indices such as the MSCI Global Sustainability Index and the FTSE4Good Emerging Index. For more information, visit us at **www.tcs.com**.

Theme

This year's theme, **'Innovating for Greater Futures'** refers to the accelerated innovation witnessed in enterprises across the world, as they shift from improvising to cope with the challenges of the pandemic, to growth and transformation.

Accelerated adoption of the cloud is opening up all kinds of possibilities in product and business model innovation. Enterprises are seeking technology-led solutions to help realize their sustainability goals. The cloud is enabling boundaryless collaboration across industries, enabling innovative new offerings. Technology is at the heart of all this innovation, and clients are increasingly partnering with TCS to drive innovation at scale.

TCS has been innovating for greater futures too. Its investments in research and innovation, intellectual property, its worldwide network of Pace Port co-innovation hubs, and in building newer capabilities and acquiring contextual knowledge are helping win transformational business. Delivery model innovations such as its AI-powered Machine First approach, and platform-driven, outcome-based business models are helping clients reimagine their operations. All of these are helping the company drive holistic growth and create immense value for its stakeholders.

Recent Annual Report Themes

FY 2021
Building on Belief

FY 2020
Purpose-Driven. Resilient.Adaptable.

FY 2019
Growth and Transformation with Business 4.0™

FY 2018
Dawn of Business 4.0™

FY 2017
Reimagining the Enterprise

Board of **Directors**

From **left to right**

Keki M Mistry
C C M I

N G Subramaniam
COO
M M NE

Hanne Sorensen
M M I

Rajesh Gopinathan
CEO & MD
M M M NE

N Chandrasekaran
Chairman
C C M N

Aarthi Subramanian
M N

Dr Pradeep Kumar Khosla
C M I

Don Callahan
M M I

O P Bhatt
C M M I

Average Age (years)

51 — **61** — 71

Average Tenure on the Board (years)

03 — **06** — 15

Board Independence (%)

56% Independent

44% Non-Independent

Average Tenure of Independent Directors on the Board (years)

03 — **05** — 10

I Independent, Non-Executive Director

NE Non-Independent, Executive Director

N Non-Independent, Non-Executive Director

Board Committees

C Chairman

M Member

- Audit Committee
- Nomination and Remuneration Committee
- Stakeholders' Relationship Committee
- Corporate Social Responsibility Committee
- Executive Committee
- Risk Management Committee*

***Samir Seksaria (Chief Financial Officer)** is also a member of the Committee

Management Team

Corporate

Rajesh Gopinathan
Chief Executive Officer and Managing Director

Rajashree R
Chief Marketing Officer

N G Subramaniam
Chief Operating Officer and Executive Director

K Ananth Krishnan
Chief Technology Officer

Samir Seksaria
Chief Financial Officer

Madhav Anchan
General Counsel Legal

Milind Lakkad
Chief Human Resources Officer

Pradeep Manohar Gaitonde
Company Secretary

Business Heads

Susheel Vasudevan
Relationship Incubation Group

Suresh Muthuswami
Chairman – TCS North America

Krishnan Ramanujam
Enterprise Growth Group

Amit Bajaj
North America

Debashis Ghosh
Business Transformation Group

Sapthagiri Chapalapalli
Europe

K Krithivasan
Banking, Financial Services and Insurance

Amit Kapur
UK & Ireland

Letter from the
Chairman

"The supply chain upheavals during the past couple of years are driving a shift towards rebalancing and resilience. As companies seek real-time data to transform their supply chains, AI and predictive analytics help capture insights and react to changing conditions. Your company is helping companies reconfigure their supply chains to ensure that they can serve their customers and stakeholders on time.

Dear Stakeholder,

The past couple of years have been a period of intense action and reflection. We have seen a global pandemic, geopolitical tensions, supply chain disruptions, the rise of cryptocurrency and many other public and private upheavals. As the dust settles, and a clearer picture of the world ahead emerges, I believe we are standing at the threshold of a period of great opportunity and growth.

In the face of widespread change, your company has shown remarkable resilience and adaptability, coming out stronger than ever, after catastrophic events like the global financial crisis or the pandemic.

In FY 2022, your company crossed a milestone of **$25 billion** in revenues, experiencing strong growth of **15.9%**, adding an all-time high incremental revenues of **$3.5 billion**. Even more satisfyingly, this growth has come with an industry-leading operating margin of **25.3%**. Since the start of the last decade, the company has grown over four times, comfortably outperforming its largest global competitors. This growth is the source of our energy and vibrancy, reflected in the **17.7%** growth in market value to **₹13,83,427 crore** in the past year.

The change in technology consumption reflects the prevailing trends in the economy. Recent events have accelerated digital adoption, put the spotlight on supply chain resilience and added urgency to the sustainability imperative. Each of these represents an opportunity that can contribute towards the growth of not just your company, but of the ecosystem as a whole.

Digital transformation is now an integral part of the functioning of enterprises, governments and societies. Your company continues to play a critical role in this transformation, helping clients embrace new technologies, initially to cope with the crisis, and since then, to innovate at scale and grow their businesses.

As a fitness enthusiast, I can tell you that the only way to transform in the long term is by strengthening one's core. It is no different for organizations. We work with large enterprises to simplify their technology landscape and strengthen their core by building a cloud-based digital foundation and embedding intelligent automation into their operations so they can focus on building memorable experiences for their customers.

Artificial intelligence and data are key differentiators for enterprises today. TCS helps its customers stay ahead of the game by investing in research and innovation, tapping the intellectual capital within the organization and also of our ecosystem through our Co-Innovation Network which includes leading academic institutions and start-ups working on cutting-edge technologies. Our insights and foresight are also crystallized in the form of AI-powered products and platforms that give customers actionable intelligence.

Another area that is a priority for me at the Tata group is sustainability and integrating that into business decision-making and business models. Your company is partnering with clients in taking up community initiatives jointly, in sharing best practices around diversity and inclusion, and importantly, in helping them achieve their sustainability objectives using technology. In addition to reducing its own carbon footprint in its journey to be net zero by 2030, your company is helping the world's largest corporations in developing and executing their sustainability roadmaps, deploying its portfolio of intellectual property and services to help them track their emissions, reduce their carbon footprint and get closer to their net zero goals.

The supply chain upheavals during the past couple of years are driving a shift towards rebalancing and resilience. As companies seek real-time data to transform their supply chains, AI and predictive analytics help capture insights and react to changing conditions—from widescale disruptions to individual customer complaints. Your company is helping companies reconfigure their supply chains in many ways, including rolling out connected logistics to efficiently manage business disruption and ensure that they can serve their customers and stakeholders on time.

I strongly believe that technology is at its most transformational when combined with the strength of human capital. In FY 2022, our employee strength grew to **592,195** with a record net addition of **103,546** employees. You will be proud of the way your company supported its employees and their families in dealing with the pandemic, including organizing what was perhaps the largest vaccination drive in corporate India for employees and families of not just TCS, but also of its extended ecosystem of partners and other group companies.

In turn, our employees have shown remarkable resilience, loyalty and tenacity in ensuring that our customers are not impacted, despite significant personal challenges. I salute their spirit.

Our purpose is anchored in the well-being of all our stakeholders, and the communities we operate in are very important stakeholders for us. Drawing from the legacy of the Tata group, we work closely with our communities to create equitable, inclusive pathways for all, especially women, youth and marginalized groups.

We leverage four forms of capital - Intellectual, Technological, Human, and Financial - to bridge the opportunity gap for people and communities. Our primary focus areas are education, skilling, employment, and entrepreneurship. Additionally, we invest in basic health and wellness, water sanitation and hygiene, conservation, and disaster relief efforts.

Since 2015, your company has invested **$634 million** in its community initiatives and empowered millions of people globally, primarily underserved students, minorities, youth, women and elders, to be literate, healthy, educated, digitally skilled, become rural entrepreneurs and gain employment.

As we look ahead to the future, we go back to a key pillar of our strategy – customer centricity. Our organization structure, our investments in new capabilities and intellectual property, our delivery models and contracting structures have all been shaped by our clients' needs. Our new organization structure is designed to make every client continue to feel deeply valued, and to leverage TCS' rich set of capabilities and contextual knowledge to transform, grow and build better futures. With scale and by steadily expanding its transformation capabilities, TCS is moving from pursuing opportunities, to shaping those opportunities in the years ahead.

I look forward to sharing with you more milestones in this journey in the coming years. On behalf of the Board of Directors of Tata Consultancy Services, I want to thank you for your continued trust, confidence, and support.

Warm regards,

N Chandrasekaran
Chairman

Letter from the CEO[1]

> Our new purpose-designed organization structure, along with continued investments in building newer capabilities, next generation delivery models and assets that help our clients innovate at scale, and in building our brand, will help us deepen our customer relationships, expand our addressable market, gain market share and power growth in the years ahead.

Dear Stakeholder,

With near normalcy all around, the pain and suffering caused by the pandemic at the start of the year seem so distant now. But the memories of TCSers and their loved ones we lost during the year will forever remain with us. My thoughts and prayers are with everyone who endured the loss of friends and family members to the pandemic.

Given that context, I am grateful that on the business front we have much to feel happy about and celebrate. It has been a highly satisfactory year of consistently strong, profitable growth. In rupee terms, our revenue was **₹191,754 crore**, which is growth of **16.8%** (**15.4%** in constant currency).

Our profitability continues to be industry-leading, with the operating margin at **25.3%**, and net margin at **20%**. Our Earnings Per Share was at **₹103.62**, growing **16.1%*** over the prior year.

Our cash conversion continues to be very strong, with a cash conversion ratio of **104.2%** and free cash flow of **₹36,985 crore**.

The Board has recommended a final dividend of **₹22** for the year, bringing the total dividend for the year to **₹43** per share. Additionally, during the year, we successfully completed our fourth buyback in five years, to the tune of **₹18,000 crore**, representing a total payout of **₹38,010 crore** including buyback tax of ₹4,192 crore paid out in April 2022. This amounts to over **102.8%** of the free cash flow.

[1] GRI 2-22

*Excluding provision towards legal claim in prior year.

Beyond the headline numbers, we are pleased with the holistic nature of the growth, broad-based across all our industry verticals and major markets, and with a steadily expanding number of growth and transformation engagements in the portfolio.

Growth was led by Retail and Consumer Business which was impacted the most during the pandemic and which has bounced back strongly, growing **20.0%**. Manufacturing grew **16.7%**, Banking, Financial Services and Insurance grew **14.5%** and Communications, Media and Technology grew **17.7%**. Life Sciences and Healthcare grew **20.6%** and Others which makes up **7.8%** of revenues grew **15.5%**.

All our major markets grew in the mid-teens or above. North America grew **18.7%**, Continental Europe grew **15.2%** and UK grew **18.5%**. Among emerging markets, Latin America grew **18.6%**, India grew **16%**, Middle East & Africa grew **16.3%** while Asia Pacific grew **6.9%**.

Innovating for Greater Futures

Our outstanding performance this year, and the strong demand for our services that drove it, can be traced back to the innovation that enterprises scrambled to adopt at the start of the pandemic, to engage with customers digitally and to improve their operational resilience.

The cloud adoption trends strengthened further in FY 2022, with more clients embarking on multi-horizon cloud transformation journeys . However, the mindsets have changed. During the year, enterprises moved from thinking of technology-led innovation as a way of coping with pandemic challenges, to looking at it as a means of powering their growth and transformation (G&T), especially in the case of clients who had already moved their most critical workloads to the cloud.

While G&T initiatives tend to be business focused and technology agnostic, immense possibilities for business transformation open up once enterprises move some of their workloads to the hyperscaler cloud. This is triggering a wave of business innovation in the form of Horizon Two or Horizon Three initiatives by our clients.

In FY 2022, we won deals addressing a broad gamut of G&T objectives such as M&A, newer ways of working, product innovation, business model innovation and innovations around improved customer experience. We have been providing examples of these in our recent annual reports, including this year's report.

A new trend this year was the growing volume of sustainability-related innovation, a good indicator how this has become a top priority item on most CEO agendas. We have leveraged our deep expertise in IoT, advanced analytics, and machine learning to come up with a suite of offerings in this space, including intellectual property such as Clever Energy™, IP2™ and TCS Envirozone™. Clients across industries such as retail, manufacturing, utilities and consumer goods are engaging us to develop innovative technology-led solutions to reduce energy consumption, or to measure and track green-house gas emissions across their end-to-end supply chain, reduce their carbon footprint, reduce waste and promote recycling.

We are very proud of the steadily expanding number of G&T deals in our order book because each such win represents market share gain for TCS from legacy consulting organizations which have traditionally dominated this space. It is an outcome of our sustained investments in creating enabling capabilities within the organization, be it in cultivating contextual knowledge, or research and innovation, building intellectual property, deepening digital expertise, cultivating technology partnerships and building our brand.

The growing component of G&T revenue in our portfolio is also evidence that our differentiated, inside-out approach to transformation is resonating well with our clients. Our collaborative ways, and focus on harnessing collective contextual knowledge results in better buy-in for the transformation from stakeholders across the organization, setting it up for success. Our brand statement, `Building on Belief', has also found strong resonance in the market, instilling hope into business and trust in the enterprise.

All-time High Order Book

All this is not to say that Horizon One spending, the investments that enterprises make at the start of their cloud journeys, while migrating to a new cloud-based digital core, is coming to an end as a key demand driver. Far from it, we saw strong deal flow right through the year from Horizon One initiatives. The sheer scale, depth of consulting expertise and full-service capabilities of our dedicated business units on each of the three large hyperscalers, and the investments we have made in building a rich portfolio of accelerators and toolsets for automating application and data estate modernization and cloud migration give us a distinct edge in this opportunity.

Clients engaged us for some, or all, of the activities, starting from cloud assessment, business case preparation, roadmap creation, ERP consolidation and migration, application and data modernization and cloud migration. When core applications are re-engineered using cloud-native architectures, or on-premise ERP is moved to SaaS, it is not just a technology transformation but also a business transformation.

Such cloud transformation engagements are material, multi-year transformation engagements which when completed, result in resilient, future-ready digital technology stacks that enable leaner, more agile operations and very importantly, serve as a scalable foundation for their innovation and growth.

Partnering with our clients in this initial phase is important not only for the sheer volume of business involved, but also because it is a gateway to the unbounded opportunity that the downstream innovation and transformation represent. The granular contextual knowledge of our clients' business and technology landscapes, gained while executing Horizon One and other ADM programs, are critical for our ability to proactively pitch innovative ideas and solutions for their growth and transformation.

The other big demand driver was outsourcing of business and IT operations. There were three key reasons why enterprises outsourced more in FY 2022: the need to free up people as well as financial resources to execute their growth and transformation initiatives; talent scarcity especially in digital technologies, made worse by the Great Resignation; and the desire for leaner and more resilient IT and business operations. During the year, we saw many instances where clients engaged TCS to transform their operating models, and then manage those operations on their behalf.

Here too, our delivery model innovation, the Machine First™ approach, helped us win many large deals and gain share over pure play outsourcing companies. Our transformational approach embeds powerful technologies like machine vision, machine learning, and our AI-powered intellectual property such as ignio™ and Cognix™ into the core of our clients' processes, transforming the human-machine interface and delivering much leaner, faster and more resilient business and IT operations.

Throughout the year, these three trends – increased spend on innovation and transformation, cloud migration and outsourcing – drove a strong flow of deals of all sizes. The total contract value of deals signed in the first three quarters averaged between $7-8 billion per quarter, capped by an all-time high order book of **$11.3 billion** in the fourth quarter. The robustness of the deal flow at the close of the year becomes evident when even after excluding the two mega deals of roughly a billion dollars each won in Q4, the order book TCV in Q4 was $9.5 billion, which is also an all-time high. The full year order book was **$34.6 billion**, our highest ever, representing a book to bill ratio of 1.3.

New Benchmarks in People Management

Our purpose-driven approach to business and our values have shaped TCS' culture and work environment. We believe in investing in our people and giving them opportunities to realize their full potential. We believe in decentralized decision-making, in empowering leaders on the front lines, and in providing them all the support they need in their journeys. We also believe in treating the organization as an extended family, and standing by each member in their hour of need. This was best demonstrated in our response to the brutal second wave of the pandemic at the start of FY 2022. We scaled up our employee engagement, provided hospitalization support and access to Covid care centers at our facilities in 13 cities and undertook a massive – possibly the largest of its kind, pan-India vaccination drive, covering over a million individuals – employees and their dependents.

This philosophy, and our progressive policies and work culture have resulted in a very strong employer brand, validated by several third-party assessments and accolades during the year. This played an critical role in helping your company cope with the industry-wide supply side challenges during the year.

To support the strong growth momentum in FY 2022, we flexed the strength of that employer brand to set new benchmarks and cross new milestones in attracting and managing talent at scale across the world. Our workforce crossed the half-million mark in the first half of the year, and we ended the year with a headcount of **592,195**, an all-time high net addition of **103,546** employees.

The workforce remains a highly diverse one, with over **153 nationalities** represented. We crossed an important diversity milestone this year, with the number of women in the workforce exceeding **200,000**. We are also making progress, slowly but steadily, in improving gender diversity in the senior management ranks. Through focused leadership development programs, the number of women senior executives has grown 84% over the last 5 years, significantly higher than the male cohort.

Organic talent development continues to be a key focus area in our journey to be a G&T partner to more of our clients. TCSers collectively logged **60.3 million** learning hours and acquired over **3.5 million** digital competencies in FY 2022. Very importantly, the number of Contextual Masters in the organization crossed **50,000** this year, **24%** of them women.

The year also witnessed a sharp rise in employee turnover across the industry. TCS' attrition in IT services (LTM) was **17.4%** in FY 2022. Despite the increase, your company stood out with the lowest attrition in the industry and remained the benchmark for talent retention.

Community and planet

We continued to work with communities across the world, pursuing our long-standing commitment to programs in the areas of health, STEM education, skills development and the bridging of digital divides. These programs are scaling well in reach as well as depth of impact, touching the lives of over 1.7 million beneficiaries – women, youth and marginalized people.

To maximize the impact of our programs, we are now partnering with our customers in these initiatives. We engaged with 850 business leaders and teams, across 146 customer organizations and connected with over 50 government leaders on collaborative community efforts.

TCSers have also been quick to respond to the humanitarian tragedy in Ukraine, helping in rescue efforts, relief assistance, resilience support. To address the urgent needs of children, women, and those facing food insecurity, TCS is making a financial contribution of 1 million Euros to international humanitarian organizations like the UNICEF and the European Food Banks Federation which are helping support war refugees streaming into neighboring countries. We are also matching funds raised by employees, families, and their networks, up to 500,000 Euros, as donation to these two organizations.

On the environment front, we have good progress to report in our journey to become net zero by 2030 . Our absolute carbon footprint across Scope 1 and Scope 2 emissions reduced by **66%** over base year 2016 due to focused initiatives around energy efficiency and transition to renewable energy. We made a big leap on the latter, with use of renewable energy across TCS' global operations growing to **37.2%** of the total (15.6% in FY 2021).

Looking Ahead

Our all-time high order book, continued deal flow and pipeline velocity give us confidence in the sustainability of our business momentum. We are in the midst of a multi-year technology upgrade cycle that provides strong, structural growth drivers for the next few years.

The geo-political tensions in Europe and the resultant impact on global economic growth are real threats. However, the pandemic has shown us that enterprise spending on technology is far more resilient than most people credit it for. It is central to organizations' ability to innovate and differentiate in good times, and to survive and adapt in tough times. While evolving market dynamics may prompt reprioritizing of programs, we are confident that technology spending itself will continue to grow. That growth and our expanding market share give us confidence of being able to sustain a certain base case growth, with room to maximize in better years.

At our current pace of growth, it is only a matter of time before we double our revenues and hit the $50 billion mark. In our journey to that next logical milestone, we are focused on not only our velocity, but also on ensuring we get there fighting fit, so it does not become a finish line to stumble across, but a launchpad to achieve even greater heights. For this to happen we are focusing on two things.

One, we want to arrive at that milestone with a more balanced portfolio, with a much larger proportion of business transformation revenues, so we have two equally strong growth engines for the journey ahead. For this, we want to build on our initial successes in the G&T opportunity, and put in place a structured way to deepen existing innovation and transformation engagements, while expanding the number of clients for whom we provide such services.

Second, as we get larger, we shouldn't lose sight of what has brought us thus far – our customer centricity. Our success stems from the fact that year after year, our clients reward us with more work, and rank us #1 in customer satisfaction across all the service providers they work with. Our approach of putting the client at the center of everything we do, making them feel special, and investing in newer capabilities to create value in newer areas of their businesses, has paid us rich dividends. Regardless of how large we get, we want to make sure that our customer focus never wavers, and every client continues to feel just as valued.

We have rolled out a new organization structure that will help us achieve these two imperatives. It retains the atomicity of our earlier architecture, and its three dimensions – industry verticals, horizontal service lines and geography-based sales. We have now added a fourth dimension, the stage of the customer's relationship journey with TCS.

That journey begins when a client first signs up for some initial work. When we successfully deliver, they give us more work and that is how the relationship starts growing. As trust levels steadily go up, they start viewing TCS as a strategic partner and consolidate more and more of their technology requirements with us. That is how we have steadily grown and deepened relationships with nearly 60 clients globally who spend more than $100 million on us annually.

We have rearranged existing units into three business groups, each aligned to a particular phase in the customer relationship journey: the **Relationship Incubation Group** that will provide the high-touch, high engagement, delivery-focused model that new clients require; the **Enterprise Growth Group** which will do what today's TCS does best, that is, pull together capabilities from across the different service lines to stitch together solutions that address our clients' business needs when the relationship is in its hyper growth phase; and the **Business Transformation Group** that will manage our largest clients and help them accomplish their growth and transformation objectives.

As clients progress in their relationship journeys, the account ownership will seamlessly transition from one group to the next, with all three groups working in synchrony to make sure that every client gets a curated experience and that we steadily progress every client relationship to the highest level of maturity with TCS being their preferred growth and transformation partner.

This new purpose-designed organization structure, along with continued investments in building newer capabilities, next generation delivery models and assets that help our clients innovate at scale, and in building our brand, will help us deepen our customer relationships, expand our addressable market, gain market share and power growth in the years ahead. We thank you for your continued support in this exciting journey ahead.

Warm regards,

Rajesh Gopinathan
Chief Executive Officer and Managing Director

The Year Gone By

Q4

Won a very large contract from **a Fortune 100 US company**, further expanding the long-standing partnership, to transform the technology at its global data centers into a future-ready, hybrid cloud stack for greater agility, flexibility, and improved operational resilience. TCS will also deploy a new cognitive-powered operating model to run that stack, to improve the availability of business applications and enhance user experience.

Selected by **Payments Canada**, the country's largest payment organization, to transform its payment system operations and help implement the Real-Time Rail (RTR), the new real-time payments system that will allow Canadians to initiate payments and receive irrevocable funds in seconds, 24/7/365. TCS will leverage its deep knowledge of the payments domain, and extensive experience in designing and implementing large payment systems for clients across the world to help Payments Canada create and execute an integration roadmap for the RTR.

Completed the fourth successful **share buyback** in five years, to the tune of **₹18,000 crore** at ₹4,500 per share, through the tender offer route, extinguishing 4 crore equity shares, representing 1.08% of the total paid-up equity share capital.

With three decades of experience in delivering market infrastructure solutions, TCS will be a valuable partner in the delivery of the Real-Time Rail. Testing and deployment is a critical step in the introduction of the new real-time payment system and we're excited to work with TCS to execute on this next step for the RTR as we help shape the future of payments in Canada.

John Cowan,
Chief Technology & Operations Officer, Payments Canada

Announced a **new organization structure** designed to provide a curated experience to each customer depending on where they are in the customer relationship lifecycle journey. Leveraging TCS' large and deep bench of leadership talent, the new structure further deepens the customer-centricity that TCS was always known for, and is expected to help make TCS the preferred growth and transformation partner to more of its clientele.

Announced plans to grow operations in **New Jersey** by hiring nearly **1,000** more employees by the end-2023 to meet the strong demand for digital transformation. This follows a similar announcement earlier, to expand in **Arizona** by investing more than **$300 million** by 2026 and hiring over **220 employees** by 2023. In both states, TCS will also grow the reach of its STEM and computer science education programs, expanding teacher training and student programs.

Became the **#2 most valuable brand** in the IT services sector globally, according to Brand Finance, the world's leading brand valuation firm. According to the Brand Finance 2022 Global 500 IT Services Ranking report, TCS grew its brand value by **$1.8 billion (+12.5%)** year on year, to **$16.8 billion** in 2021.

Tata Group Chairperson and TCS Chairman, **N Chandrasekaran**, was conferred the **Padma Bhushan**, the third highest civilian award in India, for distinguished service of high order in the field of trade and industry.

Ranked **#1** in **Customer Satisfaction** in the largest survey of European businesses by Whitelane Research, for the ninth consecutive year, covering 1,800 CxOs from top IT spending companies in Europe. TCS' Overall Satisfaction Score was 84% with the lead over the nearest competitor expanding to 4 percentage points vs 1 percentage point in the prior year.

Named the new title sponsor and official IT services and technology consulting partner of the **Toronto Waterfront Marathon and Virtual Race** through November 2026. Additionally, TCS renewed its title and technology sponsorship of the **TCS New York City Marathon** through 2029, and became the new title and technology sponsor of the **TCS London Marathon** for six years starting 2022.

Selected by the Government of India to drive the second phase of the pathbreaking **Passport Seva Program**. TCS will refresh existing facilities and systems, develop new solutions to enable issuance of e-passports and further enhance the citizen experience. In the first phase launched in 2008, TCS transformed the citizen experience at its nationwide network of Passport Seva centers. Setting global benchmarks in service quality, timeliness, transparency, and reliability, the Passport Seva program became an icon of Digital India and a source of national pride.

Recognized as a **Superbrand** in Singapore for the first time, following recognition as a **UK Superbrand** for the seventh consecutive year. The latter acknowledges the company's exceptional business growth, its position as the top strategic IT player by revenue in the UK, its number one ranking in customer satisfaction, and its community initiatives.

Launched **TCS' Cyber Defense Suite**—a comprehensive set of modular, quickly deployable cyber security services offered on a platform. Augmenting the 10,000 cyber-specialists and global network of Threat Management Centers that TCS uses to secure its customers globally, the new platform provides 360-degree visibility and predictive intelligence to proactively defend and respond against evolving threats.

Became **title partner** to Jaguar Racing ahead of the 2021/22 ABB FIA Formula E World Championship. The team will now be known as **Jaguar TCS Racing**. TCS will leverage its leadership in technology transformation and partnerships across the EV value chain to help Jaguar TCS Racing become a catalyst for electrification, promote low carbon emissions and sustainable mobility.

Q3

Celebrated a milestone with the number of women in the workforce crossing **200,000** in December. Women-centric leadership development initiatives have resulted in the number of senior women executives growing 84% over the last 5 years. The company is part of the **2022 Bloomberg Gender-Equality Index** that tracks the performance of public companies committed to transparency in gender-data reporting.

Launched the **TCS Assessment and Migration Factory**, a set of tools, accelerators, and services that enable customers to shift their mainframe workloads to the new **AWS Mainframe Modernization platform.**

Q2

Gained further market share in the UK, and was ranked **#1 by revenue** in the UK Software and IT Services Rankings 2021 by TechMarketView. The company performed very well in the rankings by sub-category as well, topping the Applications Operations category, and ranking #3 in Consulting and Solutions.

Launched **`Rebegin'**, an initiative to enable experienced women professionals who had taken a work sabbatical due to family commitments, to reclaim their careers and pursue their professional aspirations in TCS. Over 14,000 job applications were received under this initiative in FY 2022.

Launched **TCS Google Garages** at the TCS Pace Port™ co-innovation centers in Amsterdam, New York and Tokyo. These Garages provide an immersive experience for companies to evaluate TCS' cloud solutions, develop and prototype applications, apply analytics and artificial intelligence (AI) capabilities using design thinking and agile development to rapidly address business opportunities and create value using Google Cloud.

Partnered with the **Australian Energy Market Operator (AEMO)** to implement the switch from 30-minute settlement to 5-minute settlement in the national wholesale electricity spot market. The shorter settlement window, enabled by a cloud-based solution designed by TCS, is expected to provide a better price signal for investment in faster response technologies, such as batteries and gas peaking generators.

Continued to be the preferred transformation partner to market infrastructure institutions, with **TCS BaNCS for Market Infrastructure and Custody** solutions powering the operations of over 50 market-critical institutions across 66 countries.

Entered into a new partnership with ***Dutch Open****, one of Europe's most innovative and sustainable golf events. TCS will leverage its expertise in digital technologies to help the Dutch Open enrich participant and spectator experience.*

Selected by the **Multi-Commodity Exchange India Ltd (MCX)** as its technology partner for Project Udaan. TCS will help MCX build a new technology core, transforming its trading as well as post-trade functions, to support its future growth and further strengthen its leadership position in the commodity derivatives market in India.

The investments in innovation and strong market traction demonstrated by TCS' cloud units won several partner awards. TCS was named to the **Microsoft Business Applications 2021/2022 Inner Circle**, and also awarded two **2021 Microsoft Partner of the Year** Awards. Similarly, TCS was named the **2020 Google Cloud Breakthrough Partner of the Year** for outstanding results across sales, delivery, competency development, expertise, specialization badges, and growth of its customer base.

Q1

Inaugurated **TCS Pace Port™ Amsterdam**, a co-innovation and advanced research center where TCS teams will co-innovate with European customers, drawing on an ecosystem of partners from academia, government institutions, start-ups and technology providers. The center will enable ideation and rapid prototyping with a clear focus on finding and creating sustainable solutions.

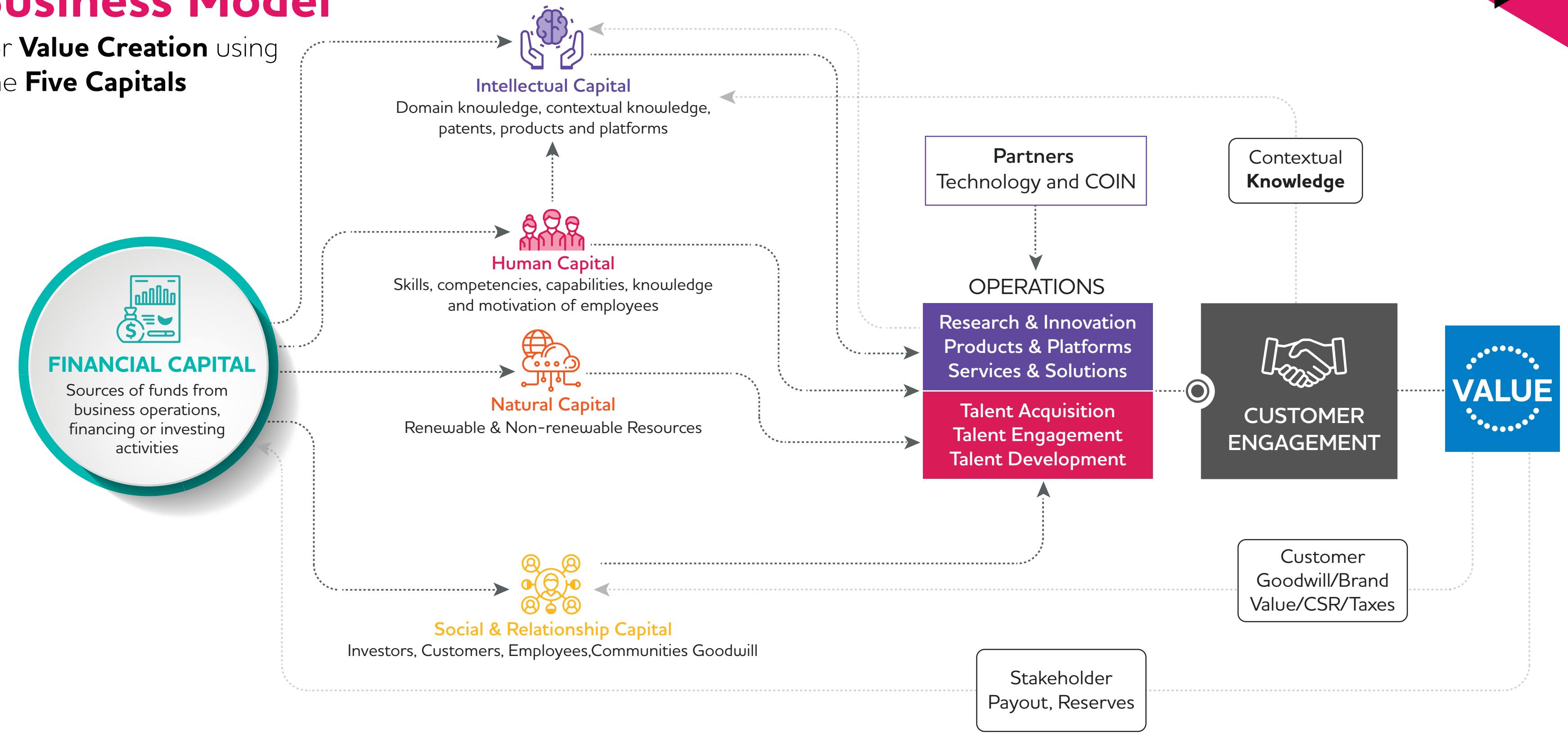
The ninth season of **TCS CodeVita** attracted **136,054** participants from **34** countries, winning it a **Guinness World Records™ title** at the world's largest computer programming competition. College students from around the world competed in solving complex programming challenges over an intense six-hour period, to win cash prizes and be ranked among the top student programmers globally.

Samir Seksaria took over as the company's **Chief Financial Officer** on May 1, 2021, following the retirement of V Ramakrishnan (`Ramki'). He started his career in TCS in 1999. He moved to Corporate Finance in 2004 and played a critical role in the company's IPO. Prior to becoming CFO, he headed the financial analytics, planning and business finance functions. On November 1, 2021, **Pradeep Manohar Gaitonde** stepped in as the **Company Secretary** in place of Rajendra Moholkar who retired.

Launched a **pan-India vaccination drive** against Covid-19, covering TCSers and their families, across all TCS locations as well as smaller cities that some employees were remote-working from. The TCS Vaccination League benefited 1.2 million individuals and resulted in over 87% of employees in India getting fully vaccinated and 95% receiving at least one dose.

TCS' Integrated Business Model

for **Value Creation** using the **Five Capitals**



Financial Capital

The 25-fold revenue growth over the last 20 years is a testimony to the strength of our business model and our ability to reinvent ourselves in an ever-evolving technology landscape to stay relevant to our customers while remaining focused on creating value for all our stakeholders.

Outcomes

- Best in class profitability and strong balance sheet provide greater ability to invest in newer capabilities and to weather economic downturns, macro uncertainties
- Consistently high shareholder returns enhances social and relationship capital

Economic Value Generated and Distributed[1]

₹ 191,754 cr
+ 16.8%
Economic value generated

Economic Value Distributed

₹ 107,554 cr
+ 17.1%
Employee cost

₹ 35,747 cr
+19.6%
Other cost of operations

₹ 13,238 cr
+ 15.5%*
Tax expense

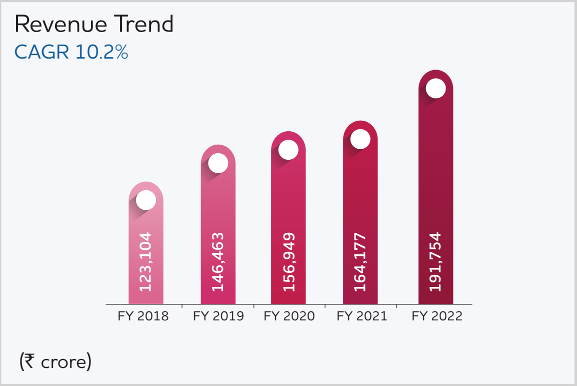
₹ 855 cr
+ 16.0%
Community Investments

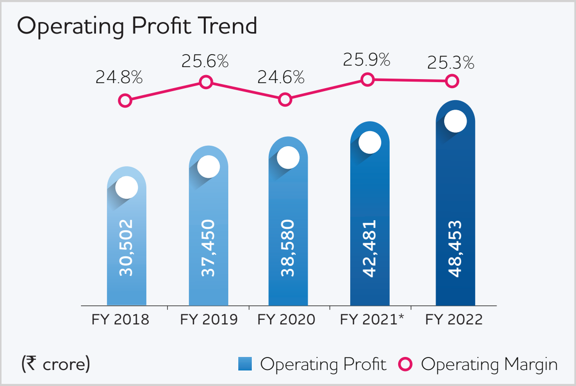
₹ 2,242 cr
+ 17.0%
R&D and innovation including innovation center development

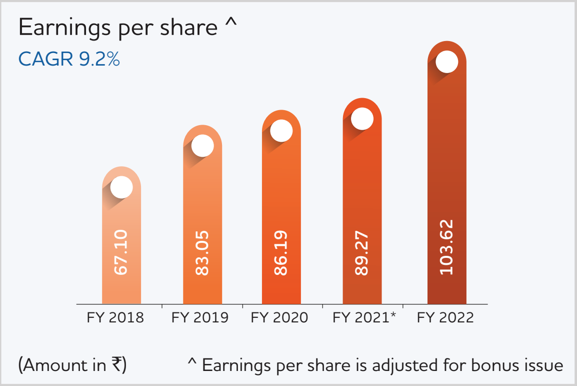
₹ 38,010 cr
+ 12.2%
Shareholder payout including unpaid final dividend, Buyback and taxes

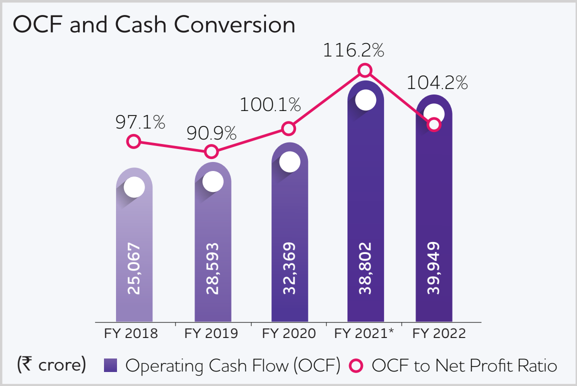
[1] GRI 201-1
* Excluding provision towards legal claim in prior year

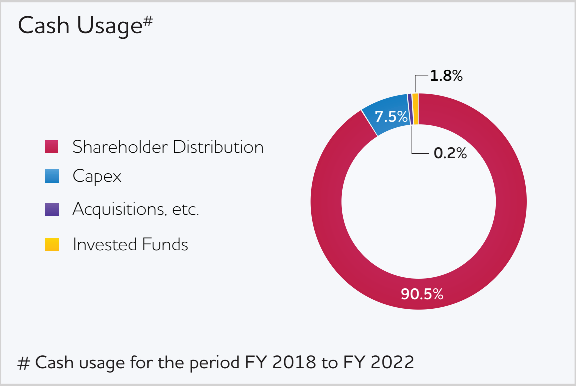
Financial Highlights

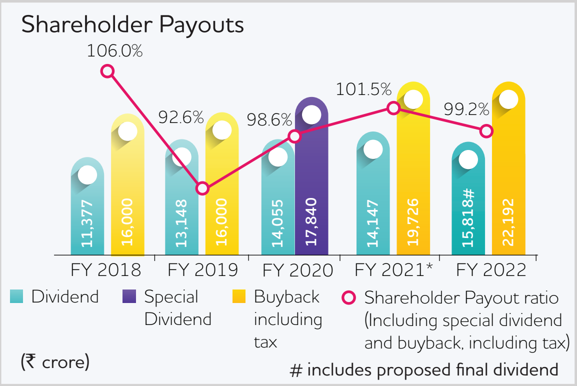












* Excluding provision towards legal claim

Human Capital

Best in Class Talent Management[1]

592,195 Employees

Workforce
Globally distributed highly localized

103,546 Employees

Net Addition
Highest ever

17.4% LTM attrition in IT services

Talent Retention
Best in the Industry

Talent Diversity and Inclusion[2]

153 Nationalities

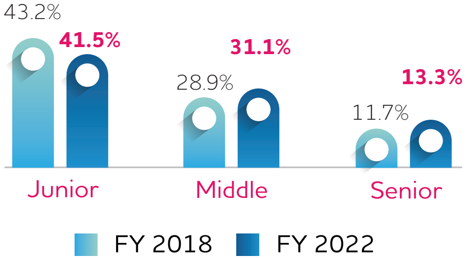
3 Generations
88% Millennials

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

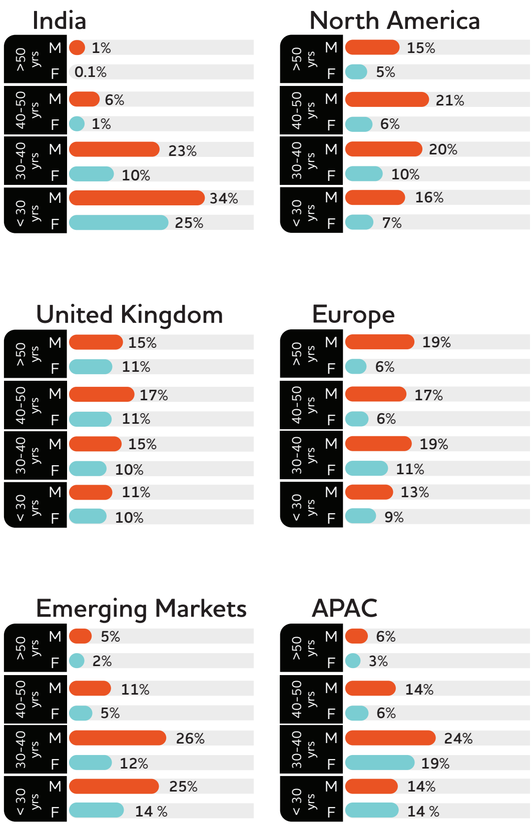
Rebegin
New program for women seeking to rejoin work after a career break

14,000 job applications received

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



TCS Employees by Region, Age and Gender[2]



[1] GRI 401-1, [2] GRI 405-1

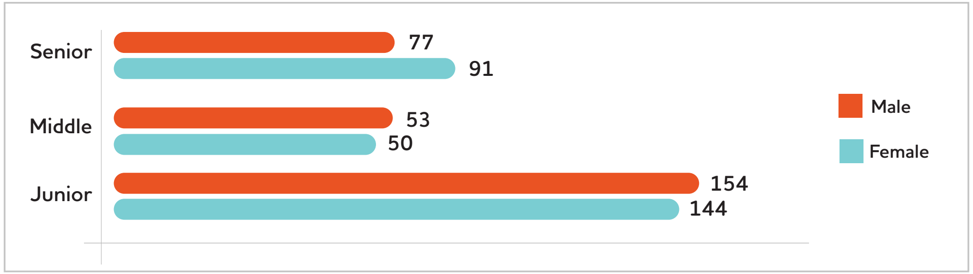
Talent Development

TCS takes a purpose-centric approach to learning and development that leverages horizontal collaboration and the abundance of internal talent in an ecosystem where the training is just-in-time, just-for-me and just-enough.

3.5 million
Digital competencies acquired

171,000
Employees deep skilled

Average Learning Hours per employee[3] 121 hrs



TCS Elevate
Linking learning to career growth

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

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

50,000 CMs
+169% YoY
24% Women

Fresher Training
Xplore foundational virtual training with certifications, daily webinars, weekly assessments and gamified contests

100,000+
trainees onboarded. The highest ever

[3] GRI 404-1

Intellectual Capital

The company channelizes its research and innovation efforts and outcomes towards building better futures through two external facing brands:

- **TCS Research** produces foundational inventions that impact industry and society.
- **TCS Pace™** brings the best of TCS' intellectual content, innovation assets, capabilities, and practices to clients.

Highlights:

- **6,500+** researchers, inventors, and innovators
- **2,287/6,583** patents granted/ filed (cumulative)
- **240+** publications
- **40+** Research and Innovation Centers
- **5 Pace Ports** New York | Amsterdam | Tokyo | Pittsburgh | Toronto
- **58** academic partners
- **2,600+** start-up partners

Four dimensions of TCS' Research and Innovation:

Innovation in the Core Business:

Continuous creation of innovative new solutions in the core business, delivering incremental benefits using existing capabilities in areas like cloud, code, data and cybersecurity. Also includes newer functionality in existing products and platforms, or their replatforming onto hyperscaler clouds. Eg: TCS Mastercraft™, Jile™ 4.0, TCS BaNCS Marketplace

Technology-led innovation

Use of emerging technologies to enable seamless human-machine collaboration and transform the client's way of doing business. Eg: Algo Retail suite (TCS Optumera™, TCS OptuniqueTM and TCS Omnistore™), TCS ADD™, TCS TwinX™, Sustainability solutions (TCS Clever Energy™ and TCS Envirozone™), Quartz™

Business and Ecosystem-led Innovation

Leverage of domain and contextual knowledge, research outcomes and TCS COIN to connect ecosystems and transform industries. Eg: TCS Cognitive Plant Operations Adviser (CPOA), TCS' DeXAM, TCS Aviana™, TCS HOBS ™

Blue Sky Innovation

Long-term investments in futuristic areas of research to address customers' needs that are not yet realized. Includes: cognitive robotics; quantum computing; next-generation communications technologies. Other research topics include sensing, digital twins for social systems, efficient and robust AI & deep learning, metagenomics, immersive technologies, sustainability, generative design for materials, manufacturing & life sciences, and personalized nutrition and medicine.

TCS Suite of Products and Platforms

TCS BaNCS

- 22 new wins (50% of the new wins were on TCS BaNCS Cloud) and 16 go lives in FY 2022
- Highlights:
  - Services more than 35% of the world's banking population
  - More than 100 million transactions run on TCS BaNCS Cloud daily
  - Records 10 million new trades per day (peak) across 100+ countries
  - Offers ready market connectivity to 45+ local markets for settlements
  - Services over 20 million life, annuity and pension policies and 135 million property and casualty policies across the globe

ignio

- World leading cognitive automation software for IT and business operations
- 100+ deals closed in FY 2022, 27 new customers went live
- 11,500+ ignio trained professionals, 4,100+ ignio certified professionals till date
- 35 patents granted to date

TCS iON

- Onboarded 700+ corporates to enable job outcome linkage through TCS NQT
- Conducted ~45 million in-center and ~2.9 million remote assessments at national and regional scale
- 110+ new wins in India and 15 in international market
- Launched 250+ learning offerings (NQT variants, Certifications/Courses, Games), in latest tech. domains such as AI/ML, Big data, Data Mining/Analytics; banking & finance domain and in manufacturing sector in partnership with NTTF, ICA, and Tata Strive
- Highlights:
  - 268 million candidates assessed till date; largest in-center assessment with 18.9 million candidates
  - 36.5 million remote assessments done
  - 10.4 million learners on the platform, 79,801 courses available, 909 clients
  - ERP on cloud: 896 clients in manufacturing
  - 136 patents filed till date; 37 granted

TCS ADD
Digital Advantage for Life Sciences

- Comprehensive suite for digital transformation of drug development and clinical trials
- Clients include 10 of the Top 12 global pharma companies; total number of clients: 19
- 700+ clinical trials supported by TCS ADD Platforms till date, Implemented across 50,000+ sites across the world.
- 3 new wins and 1 go live in FY 2022

TCS HOBS™

- Plug and play SaaS based business platform to digitally transform business, network and revenue management domains of subscription-based businesses
- 2 deal wins in FY 2022

TCS Optumera™

- AI and ML powered merchandise optimization platform that enables retailers to unlock exponential value by optimizing their space, mix and price in an integrated manner.
- 1 new win and 3 go-lives in FY 2022

TCS TwinX™

- AI powered system of actionable intelligence – powered by an enterprise digital twin (customer, product, process) to help business leaders simulate and optimise enterprise decisions, predict and proactively manage outcomes
- 20 new wins and 9 go-lives in FY 2022
- TwinX Business Highlights:
- Risk Free Experimentation Users: 5000+
- Number of End- Customer Orders Processed: 33 Mn
- Number of Digital Twin transactions: 10 Mn
- New Product Ideations: 20
- Safety Twin ensures zero harm workplace/ saves precious human lives in hazardous anufacturing facilities
- Launched in Google Cloud in Oct 21

TCS OmniStore™

- AI powered unified commerce platform that can flexibly orchestrate unified omnichannel customer journeys and help businesses roll out new services and apps quickly without having to worry about channel constraints. It can serve diverse lines of business – general merchandise, discount, specialty, fashion, restaurant, post office, telecom, and travel and hospitality industries.
- 3 new wins and 5 go-lives in FY 2022

TCS MasterCraft™

- Digital platform to optimally automate and manage IT processes
- FY 2022 Highlights: 46 billion records processed for data privacy, 8.2+ billion Records processed for data quality, 8.8+ million lines of code (mloc) analyzed, thus helping clients get the right insights from legacy code and automate the business rules extraction with an overall productivity improvement of 20% - 30%, 3.4+ mloc of high-quality Java and JavaScript codes generated, resulting in 50% more productivity in development
- 27 new wins in FY 2022

Jile

- SaaS-based, scalable Agile DevOps platform to accelerate software development and delivery and integrate DevOps tools
- 13,000+ active users till date

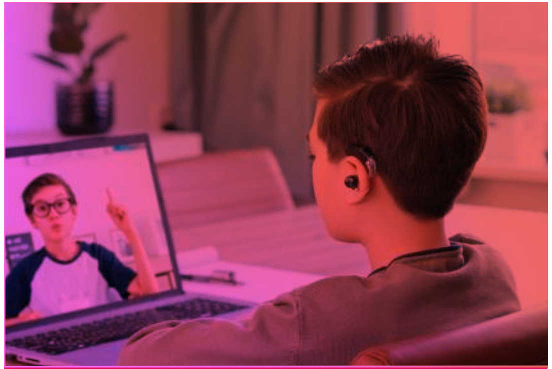
QUARTZ

- Intelligent smart contract development toolkits, Integration solutions and 'Designed for DLT' business solutions that provides foundational technology, tools and business components for creating distributed ledger solutions across varied industries
- Built on the core principles of co-existence, integration and interoperability. Quartz enables existing systems to coexist and integrate with blockchain platforms and other messaging networks
- 7 new wins in FY 2022

Social Good

TCS Research collaborated with **Prayas Help Group** to develop a digital twin of Pune city to predict the spread of the pandemic and help devise local strategies to control it.

TCS' inventors and innovators continued to mentor young social entrepreneurs as part of TCS Foundation's **Digital Impact Square (DISQ)**. Over 30 start-ups are currently under various phases of incubation and graduation under DISQ. Prominent themes around which social challenges are being addressed include AgriTech, Assistive Tech, Citizen Services Tech, EduTech, HealthTech and Sustainability Tech.



A number of assistive technologies have emerged from TCS R&I, including Assisto (speech aid for cerebral palsy); VHAB (Immersive Physio); Verbose (Speech-to-text); School at Home assistance for disabled; Emotrain (Training for Autistic) and Home Bound (COVID related remote medical assistance). These were especially useful during the pandemic, where much of the training and support for children with special needs had to be virtual.

Relationship and **Social Capital**

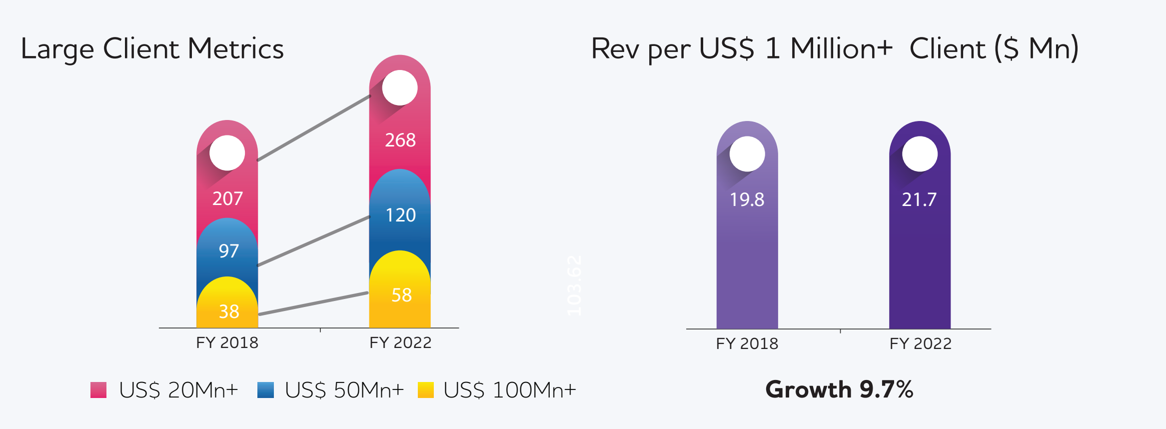
TCS' business model and strategy have resulted in deep and enduring customer relationships, a vibrant and engaged workforce, a steady expansion of its addressable market, a strong reputation as a responsible corporate citizen and a proven track record in delivering longer term stakeholder value. All of this has significantly enhanced the company's brand value, which is a quantifiable measure of its social and relationship capital with stakeholders.

Customers

Customer-centricity is at the core of TCS' business model, organization structure and investment decisions. The philosophy has been to delight them by delivering superior outcomes, and build strong, enduring relationships. Additionally, the company seeks to expand and deepen customer engagements by continually looking for new areas in the customer's business where the company can add value, proactively investing in building newer capabilities, and launching new services and solutions.

Outcomes

- Expanding participation across broad range of stakeholders across the enterprise including business heads, CMOs, CROs, COOs, CFOs and even CEOs
- Continual expansion of customer relationships in terms of services consumed
- Highly satisfied customers



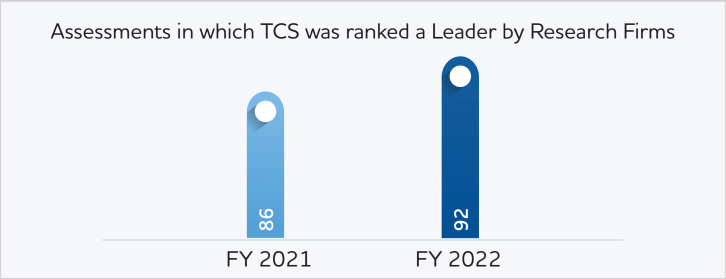
Investors

TCS is seen as a benchmark in its outreach to investors, its transparency and disclosures, publicly communicating its longer-term strategy, qualitative aspects of the demand outlook, risks and opportunities, reducing information asymmetries and enabling fair valuation of the stock. For the last many years, it has been awarded the Best Investor Relations award by publications like Institutional Investor, FinanceAsia and AsiaMoney based on polls of investors and analysts in the region.

Investor and Analyst Interactions in FY2022

Particulars	Q1	Q2	Q3	Q4	FY 2022
Total interactions	152	275	243	186	**856**
Total number of hours spent	45	53	42	34	**174**

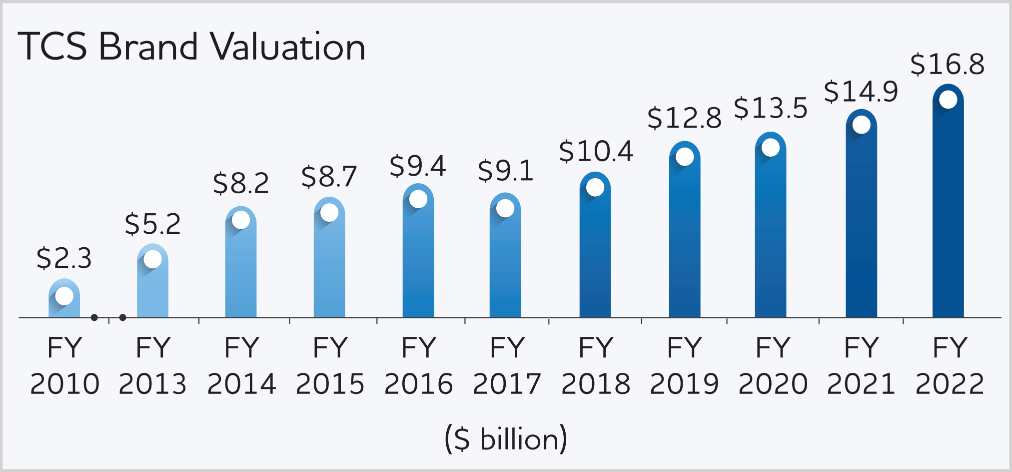
Analyst Relations



Branding

TCS' reputation for customer-centricity, domain depth and execution excellence have made it the preferred growth and transformation partner to leading corporations across the world. It is also recognized as a top employer brand across the major markets it operates in, including North America, Europe, UK, India, Latin America and Australia, among others.

Its tagline `Building on Belief' along with marketing campaigns, sponsored events and advertising, along with the goodwill built up with investors, with local communities, academia and other stakeholders have cumulatively helped put TCS among the Top 2 brands in IT services by brand value according to Brand Finance.



Source: Brand Finance

TCS rose to be the second most
Valuable IT Services Brand

Brand Finance Awards

Jaguar TCS Racing 2022

TCS Toronto Waterfront Marathon 2022

TCS Europe Summit 2022

Awards & Recognition

#1 IN CUSTOMER SATISFACTION 2020/21 EUROPE

LinkedIn TOP COMPANIES 2022

Top Employer NORTH AMERICA 2021

Top Employer GLOBAL 2020

ASIA'S OUTSTANDING COMPANIES POLL 2020 ASIAMONEY

CIO100 WINNERS 2020

STEVIES 2020

FinanceAsia ASIA'S BEST COMPANIES 2020

DIGITAL IMPACT AWARDS WINNER

HR AWARDS 2020

FTSE4Good

KANTAR BRANDZ 2021 MOST VALUABLE GLOBAL BRANDS

AWARDED Superbrands BRITAIN'S CHOICE 2020

AWARDED Superbrands AMERICA'S CHOICE 2020

2022 Brand Finance® Awards TOP 2 MOST VALUABLE IT SERVICES

Natural Capital

TCS is in a unique position to combine its heritage of purpose along with digital leadership and innovation to drive its own journey to more sustainable outcomes, as well as partner with customers, civil society and governments to lead and shape solutions towards the achievement of the UN Sustainable Development Goals.

Energy Management and GHG Emissions Reduction

Target: 70% reduction of Scope 1 + 2 emissions by 2025 (vs base year 2016) and **Net Zero** by 2030

- Prioritized energy optimization and carbon footprint mitigation.
- 89% of emissions across Scope 1 and Scope 2 due to purchased electricity for office blocks.
- Use of Clever Energy to optimize energy consumption and greater use of renewable energy.
- 5 large campuses in India certified with ISO 50001: 2018 standards for Energy Management Systems (EnMS).

Achievements

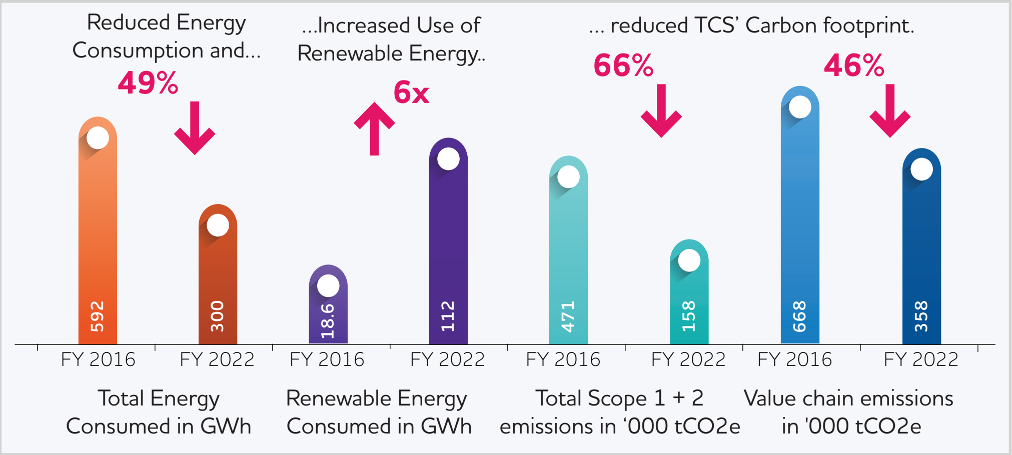
64.4%
% Total office space (for India) as per IGBC standards

1.65 PUE
Energy efficiency initiatives at TCS data centers in Mumbai and Chennai

10.2 MW
Rooftop solar capacity across campuses

37.2%
Renewable electricity as % of total electricity consumed

Outcomes



Scope 3 emissions
Employee commutes and business travel cause **~50%** of these value chain emissions. Remote working and reduced business travel resulted in a sharp reduction.

Water Conservation

Target: 3% YoY reduction in freshwater consumption across owned campuses

Initiatives include conservation, sewage treatment & reuse, rainwater harvesting (RWH) and employee awareness. All new campuses have been designed for 50% higher water efficiency, 100% treatment and recycling of sewage, and rainwater harvesting.

1.44 Bn	5.2%	84%
Liters of fresh water consumed in FY 2022	Water from RWH; 86.4 % from third party sources; 8.4% from ground water	Recycling of sewage generated (for India)

Waste Reduction & Reuse

Target: Reduction in waste generation, maximizing recycling/ reuse to divert waste sent to landfill

100%	Recycling of regulated wastes, e-waste, printer cartridges, paper, packaging and plastics.

Biodiversity conservation and enhancement initiatives within TCS campuses.

Partnering with Takeda to Innovate at Scale

Takeda, the global biopharmaceutical giant, is on a digital transformation journey to innovatively use technology to create better experiences and outcomes for patients, providers and payers. This means innovating continuously on not only in core drug development but also in behind-the-scenes areas such as manufacturing, procurement, shipping and distribution, to make sure that Takeda's life-saving therapies reach more patients, faster.

Takeda partnered with TCS to develop an agile model that would enable the creation of new digital assets in a rapid and repeatable fashion. Leveraging TCS Pace™, a philosophy and framework for innovation at scale, TCS helped Takeda envisage an innovation factory delivery model called Enhanced Digital Global Experience (EDGE).

Departing from the traditional business analysis and design-build-test linear project life cycle, EDGE embraces co-creation, cross-functional collaboration, and continuous business-driven iterative innovation. Leveraging cloud technologies, design thinking, and location independent agile software development to provide an end-to-end product development capability, TCS is helping Takeda transform the way it launches digital products and services across its operations. A few examples:

We have developed a deep partnership with TCS to set up and run an innovation factory that's developing digital products and services across Takeda. This model centralizes domain expertise, design thinking and lean agile product development as part of an end-to-end capability that is driving digital transformation across our global supply chain. TCS is helping us embrace innovation at scale, and use the power of emerging technologies to transform our business.

Hansjoerg Magalhaes
Global Product Manager
ERP Commercial and Supply, Takeda

- TCS helped build a drug substance optimization solution that uses machine learning to help supply planners optimally allocate the raw materials for drug production, leading to a reduction in raw material scrappage and an additional amount of doses produced annually.
- A mobile track-and-trace app was built to provide real-time visibility of product consignments for a newly launched product with a very short shelf life.
- A product was developed to help decision makers evaluate various transportation and shipping scenarios to optimize on time and cost of shipments while reducing carbon impact.
- A controlled substance control tower was built to provide a single view of permits and visualization of risks associated with the global movement of controlled substance drug products.

By partnering with TCS to scale up its innovation efforts using BizDevOps, Takeda has accomplished much in the short time since EDGE was implemented. The new innovation factory has released 12 products across over 40 design sprints at the peak of the pandemic, evaluated over 40 potential use cases and reduced the time-to-market for new digital products and services by 50% - a benchmark for organizations looking to embrace innovation at scale.

Co-Innovating with Bovemij to Fulfill its Mission and Drive Growth

For the last 60 years, Bovemij has been providing a variety of insurance services such as auto, fire, legal assistance, financing and other business services to mobility companies – vehicle dealerships, fleet owners, and service centers – in the Netherlands to help them compete successfully in the marketplace.

To keep fulfilling its mission of helping this ecosystem stay competitive in a digital world, Bovemij partnered with TCS to realize its digital strategy to expand the ecosystem and bring in a richer set of offerings that ecosystem participants could use to connect better with digital native consumers.

TCS leveraged its Pace Innovation Architecture and Pace sprints to jointly ideate and create unique, viable and feasible business propositions for the ecosystem which would be offered through a new Digital Mobility Platform that would connect Bovemij's mobility partners with consumers in a B2B2C model across the Netherlands.

TCS also set up a digital innovation factory, for repeatable agile innovation at scale, to take each of the business propositions and deliver them to market at speed. A minimum viable product was put together in six weeks, with relevant user stories to demonstrate outcomes and gain acceptance of internal and external stakeholders.

In addition to providing access to its full set of offerings to its regular B2B partners, Bovemij's new cloud-based Digital Mobility Platform is also enabling new B2C propositions – offered on a subscription basis – for its partners, to sell better to consumers while embedding its insurance and other offerings into those transactions. Other propositions seek to benefit the ecosystem as a whole. For example, consumers can sell their used cars on its portal, which mobility companies can bid for. Data from these consumer interactions are being harvested for further actionable insights for use by Bovemij's various business lines and other ecosystem partners.

Co-innovating with TCS is enabling Bovemij leverage the power of the ecosystem to offer innovative propositions to its partners and their consumers, carve out a new brand identity for itself in the market, create new revenue streams and drive growth.

Bovemij is committed to help the mobility ecosystem thrive in the digital world. We selected TCS as our partner to help us realize our digital strategy because of the co-innovation architecture and agile practices that they already had in place. Using that, we could jointly visualize the platform and the various business propositions, and rapidly build out each such proposition. Their expertise, creative ideas and agile ways helped us get our platform up and running much faster than we had anticipated.

Marcel van de Lustgraaf
Member of the Executive Board
Bovemij

INNOVATING FOR GREATER FUTURES:
A PANEL DISCUSSION

Why are enterprises accelerating their investments in innovation? How does TCS help enterprises innovate for greater futures?

Ananth: The initial trigger for this acceleration was the need to build resilience into the technology and business context of every enterprise. The next trigger was the adaptation required to compete in many contexts created by digital business models. Finally, as enterprises are moving into a post-pandemic world of new risks, challenges and opportunities, a more strategic, purpose driven strategy is driving innovation.

These factors are driving enterprises to develop a wide and deep innovation capability, which can scale. This is not easy. Most have found it difficult to measure up on both scale and speed. Smaller competitors may offer a non-stop stream of innovations. Large enterprises often struggle to innovate at that pace on their own, for lack of processes, toolsets and also sufficient dedicated bandwidth

Partnering with TCS can help them overcome all these issues. We help them create a strategic agenda using our tools and methods, especially our 'Clay Map', named so in honor of the late Clayton Christensen who greatly influenced our thinking on innovation. We also offer the TCS' Agile Innovation Cloud, a framework for operationalizing innovation at scale, which ensures that innovation does not happen by chance but by design. It brings together the best of TCS' innovation, global capabilities, ecosystem partnerships, and talent to help our clients define their strategy, create an innovation portfolio and scale the execution of innovation.

Our clients tap into our contextual knowledge of their business and technology landscapes, when they jointly ideate with our teams. They work with our start-up and academic partners at our Pace Ports™ to harvest many more innovation candidates than on their own. We then jointly design and build 'minimum viable products' of the most promising ideas in Agile 'Pace Sprints'. At a larger level, we help clients create a

Featuring

K Ananth Krishnan
Chief Technology Officer

N G Subramaniam
Chief Operating Officer

Krishnan Ramanujam
Global Head – Enterprise Growth Group

repeatable process which can significantly scale up and speed up their innovation.

A good example of this is the innovation factory we have set up for Takeda[1] . Using cloud, design thinking, and location independent agile methods, our combined teams are taking up innovative ideas across procurement, logistics and finance, and building innovative digital assets at twice the velocity.

Krishnan: The three broad themes around which we saw our clients innovate the most were growth and transformation (G&T), resilience, and sustainability. We have been making significant investments in creating capabilities strategically relevant to each of these themes, some of which we have described in our prior years' annual reports as well.

G&T is most often about expanding organically or inorganically into adjacencies, be it of products and services, or customers and markets, and occasionally, moonshots. Good examples are our transformational engagements with clients like Swiss Re, Bovemij and RS Components described in our FY 2022 annual report[2], or the work we have done for Bayer, Damen Shipyards and Toyo Tires described in prior years' annual reports.

We have been leveraging our deep contextual knowledge of our clients' businesses, extensive industry knowledge and experience, our rich portfolio of intellectual property, digital engineering expertise and our differentiated inside-out approach to transformation to help bring their G&T visions to fruition.

Underpinning our work in G&T are our key innovation pillars – our Pace Ports™, the TCS Co-innovation Network (TCS COIN™), research collaborations with leading academic institutions, `Future of Business' frameworks, W12 design studios, and our products and platforms like TCS BaNCS™, Optumera™, Optunique™, ADD, ignio™, Bringing Life to Things™, Cloudonomy™, and Cognix™ among others.

The second big theme is resilience, which is the ability to weather foreseen as well as unforeseen emergencies. In these last two years, many of our largest deal wins were around transforming clients' IT and business operating models, and their supply chain management processes, using ignio or TCS Cognix to embed intelligent automation for greater resilience and agility. Much of the rush to embrace the cloud in the early months of the pandemic was also driven by this need.

Lastly, we saw clients focus heavily on sustainability in FY 2022, particularly around carbon footprint reduction. Our investments in innovative digital solutions such as Envirozone™, Clever Energy™ and IP2™, and our expertise in cloud, data and analytics, AI and ML are helping us win more and more of such engagements, helping us amplify our contribution to the worldwide collective effort to mitigate climate change and build greater futures.

> What we have observed is that as soon as enterprises simplify their IT landscapes and build a new, cloud-based digital core, supporting micro services in a cloud native environment, their ability to realize innovative ideas and deploy them in production shoots up.

Aren't large enterprises also constrained by their legacy technology stacks? How do they overcome that challenge?

NGS: I call them heritage. They have been around and doing a good job of running their businesses in a way that encapsulates their organization's processes, checks and balances. Most organizations have worked to build APIs or middleware that enable their digital strategies, though they are suboptimal.

What we have observed is that as soon as enterprises simplify their IT landscapes and build a new, cloud-based digital core, supporting micro services in a cloud native environment, their ability to realize innovative ideas and deploy them in production shoots up. They are able to anchor or participate in ecosystems at will, which drives growth and innovation.

[1] Page 33, [2] Pages 41, 34 and 45 respectively

You may recall the scalable, customer-centric digital operating model we built for the Phoenix Group, using TCS BaNCS[3] . Our platform is extensible, supporting the required APIs and microservices for them to leverage fintechs and our TCS COIN partners to enable the differentiation in the front.

Krishnan: We see this same dynamic with the broader set of clients who undertake Horizon One cloud transformations. Besides enhanced ability to integrate innovative new solutions into the core, their appetite for innovation itself goes up. The richness of the technology capabilities built into today's hyperscaler clouds triggers more innovative thinking and the desire to experiment with those powerful technologies to reimagine different aspects of the business.

Another challenge that large enterprises face is the need to invest for the longer-term growth of their businesses, without disrupting near-term financials. TCS helps them square this circle by providing a line of sight for funding the innovation pipeline or the transformation by helping optimize operations.

We work closely with the client to reimagine parts of their IT and business operations, or perhaps their IT infrastructure, using our Machine First™ approach. The resultant operating models are leaner, more agile and more responsive. This frees up inhouse talent to take up the more exciting innovation and transformation initiatives. One large US client of ours for whom we are building a new, cloud-native digital platform to support their business forays into adjacencies, calls it their `save to invest' strategy.

How do you see clients' transition from Horizon One to Horizon Two spending affect your growth? Will there be a slump and subsequent recovery?

Krishnan: The term multi-horizon may suggest clearly delineated, sequential phases but in reality, clients don't wait to complete Horizon One, that is, migration of all their workloads to the cloud before commencing their Horizon Two initiatives. These progress concurrently.

Even as existing workloads are migrated to the cloud, newer cloud-native systems are built to enhance customer experience or to drive product or business model innovation. That is how we have been able to give examples of G&T engagements being executed as part of Horizon Two investments in our quarterly earnings calls, even though we are still in the middle of the Horizon One opportunity.

We expect the transition to be a seamless one. Horizon One is a bounded opportunity and will plateau at some point when most of the workloads are migrated. By that time, the other two horizons, which are boundless opportunities would have scaled up and will support our future growth. All our investments into building our G&T capabilities, our branding and the new organization structure are geared to help us maximize our participation at that point.

In the last couple of years, the industry has seen deal sizes reducing. What is driving that?

Is that why smaller companies are growing faster? Also, is that why you adopted a new organization structure?

NGS: Our order book has had a good mix of small and medium projects, as well as large outsourcing and transformation deals in FY 2022. This mix is important for our short and long term business growth. Projects are increasingly executed using Agile methods. The focus here is to deliver 'speed to value' by structuring the program over multiple monthly sprints. Here clients are more comfortable structuring the contracts with short tenures. The rise in the number of short tenure deals is linked to the growing share of such work in our order book.

On the outsourcing front too, average deal tenures have come down on the heritage stacks. That is because enterprises are in the midst of a technology transition. As clients migrate to the cloud, their legacy

We expect the transition to be a seamless one. Horizon One is a bounded opportunity and will plateau at some point when most of the workloads are migrated. By that time, the other two horizons, which are boundless opportunities would have scaled up and will support our future growth.

[3] Integrated AR FY 2021, Page 22

infrastructure, application and data estates will eventually be replaced, re-engineered, re-platformed or retired. Given the desire to get this transformation done rapidly, they are outsourcing the run and change of the existing portfolio for relatively shorter tenures and hence lower TCVs.

Krishnan: The impression about smaller companies growing faster is more due to sampling bias, based on a handful of highly visible outperformers. That is not true if you look at the global cohort. Even though the bottom quartile by revenue size had its best growth in a decade in 2021, it still underperformed the top quartile by a significant margin.

Overall, the current demand environment is a rising tide that has lifted all boats. Horizon One is a very democratic opportunity, largely technology-centric. Having enough people with the requisite certifications and skills is sufficient to participate in this opportunity. The severe talent scarcity is also driving a broad outsourcing demand. Also, smaller players are enjoying strong demand from clients in the small and medium enterprise category, with little competition from larger providers.

All deals are important to us. Billion-dollar deals are especially important because they boost medium-term visibility and provide us opportunities to bring the whole of TCS' offerings to play. We are very pleased at winning two such deals during the year.

We adopted the new organization for a very different reason, so we reach our next revenue milestone, fighting fit. The new structure is designed to ensure that our clients receive curated experiences which make them feel just as valued, no matter how large we grow. It is also designed to help us replicate best practices across our client base and expand the number of clients who bank on us as their trusted growth and transformation partner.

The large scale vendor consolidation anticipated two years ago doesn't seem to have materialized. How come?

Krishnan: Vendor consolidation is typically done to find an alternative strategic provider with a richer set of capabilities and a superior execution track record. However, the sharp recovery and subsequent growth in demand, coinciding with the great resignation and talent scarcity, have resulted in enterprises focusing more on pursuing their immediate technology priorities.

That said, we still won several large deals during the year where we displaced incumbents. If you look at the global market, the industry grew 6% whereas all the top tier players grew double digits, indicating that the longer-term consolidation trends are very much intact.

The industry didn't see too many billion-dollar deals in FY 2022. How important are they for longer-term growth?

NGS: All deals are important to us. Billion-dollar deals are especially important because they boost medium-term visibility and provide us opportunities to bring the whole of TCS' offerings to play. We are very pleased at winning two such deals during the year. Having said that, the perceived importance of such deals for longer term growth need not be exaggerated versus smaller deals of say, $100million+ TCV.

For sustained longer term growth, what matters is that the base order book size, excluding the occasional mega deal, keeps growing year after year, and that the quality of revenue keeps improving with higher value engagements. Our average order book size which used to be in the $6-7 billion range in FY 2021 moved to the $7-8 billion range in FY 2022, and ended with an all-time high order book of $11.3 billion in Q4. We are very pleased with that progression.

How will the tensions in Europe, rising inflation and the looming threat of a recession affect spending on innovation, on technology and on your growth outlook?

Ananth: Let me address the innovation part. It is a misconception that innovation is a nice-to-have activity apt for only good times. In fact, it is essential at all times, good or bad. In good times, enterprises

Partnering with TCS to innovate at scale will enable them to try out more ideas, and experiment more extensively with the same budget, and improve the yield on their innovation investment.

may fund more product innovation or customer experience transformation, targeting business growth or increased customer intimacy.

In tough times, they find new ways of working to boost their resilience and adaptability – for example, re-designing the value chain at a strategic level. The sheer volume of innovation we saw over the last two years, even in the face of bleak business outlook, is testament to that. We designed and rolled out AI-powered digitized underwriting and claims processing for insurers, omnichannel experiences with in-aisle checkouts for retailers, or remote monitoring and pre-emptive maintenance of equipment for manufacturers and utilities. None of these are `nice to have' capabilities. These were necessary to simply stay in business, to stay relevant in the face of changing consumer behavior, and to cope with the operational challenges posed by the pandemic.

So even in an economic slowdown, innovation doesn't stop. They may reprioritize one program over another based on shifting objectives, but the spending will continue. Partnering with TCS to innovate at scale will enable them to try out more ideas, and experiment more extensively with the same budget, and improve the yield on their innovation investment.

NGS: We have been through multiple disruptive macroeconomic events in the last decade and a half – the GFC, taper tantrums, Eurozone crisis, Brexit, the pandemic and now the war and the resulting humanitarian crisis. We always take a view that business is about growing in a constrained environment and over these events, we have survived, continued to grow and have ensured that we stay ahead of the technology curve. This speaks to the resilience of our business model, and of the essential nature of the services we offer to businesses across the world.

Today, technology is central to any enterprise. Businesses are rooted in technology, to the extent that every company is aspiring to become a technology company. Insurers are launching technology platforms for their ecosystem partners, and generating new revenue streams from that. The world's largest banks are incubating fintechs within the enterprise, and betting on those to drive their future growth. Retailers are depending heavily on online sales. These are all recent structural changes.

So conventional wisdom on technology spending, based on historic behaviors during prior slowdowns, may not be as reliable. In the post-pandemic world, we expect technology spending to hold up well even in a downturn.

We can't predict the future, but based simply on the deal signing momentum, our pipeline, and our on the ground observations of clients planning multi-horizon investments for their growth and transformation, we remain confident that we are on a good growth trajectory for the next three to five years.

Transforming Israel's Banking Sector

The Government of Israel's Ministry of Finance was looking to encourage the entry of new digital-only banks that would boost competition, spark greater innovation and rejuvenate the banking sector. It selected TCS to play a leading role in this initiative, for its deep domain knowledge in the banking industry and experience in working with the largest financial institutions in the world.

TCS built the Banking Service Bureau (BSB), a shared, end-to-end digital banking operations platform powered by TCS BaNCS™, that start-up banks can easily plug into, to launch their operations quickly and securely. It connects to the entire banking and securities ecosystem in Israel, including local and international payment gateways, stock exchanges, various regulatory authorities and market data providers.

The first bank to commence operations using BSB is One Zero Digital Bank, Israel's first completely digital bank, and the first to receive a banking license in the country in over 40 years. Currently running as a pilot, the bank will be open for all customers in the coming months.

Besides start-up banks, incumbent banks can also take advantage of the BSB's modular architecture and consume only specific best-in-class capabilities to gain competitive differentiation and drive growth.

One of the modules in the BSB is its Digital Bank Guarantee platform, powered by TCS' Quartz® blockchain solution. It digitally transforms the end-to-end lifecycle of guarantees, enables seamless data sharing with various beneficiaries, faster execution, reduced errors, and enhanced transparency, security and data privacy. Bank Hapoalim, Israel's largest bank, with a 30% share of all bank guarantees in the country, has signed up for this platform.

"As the first digital start-up bank in Israel, our motto is to provide differentiated banking services and use technology to its fullest potential to deliver an innovative alternate to traditional banks. While we have started with Israel, we are keen to grow in other markets too. As part of this journey, TCS' Banking Service Bureau powered by the TCS BaNCS product suite has helped us gain an early lead by making available a full digital core for banking, including the necessary infrastructure and operational processes. This has given us the space to focus on our core offerings and launch banking services in rapid time.

Gal Bar Dea
CEO, One Zero Bank

Enabling Swiss Re's Risk Partnership Strategy for Future Growth

Swiss Re, one of the world's leading providers of reinsurance, insurance, and other forms of insurance-based risk transfer, conducts its business with a clear vision: to make the world more resilient. The company supports its clients with its deep knowledge of risk and its capital strength, and helps the world rebuild, renew, and move forward.

A distinctive aspect of Swiss Re's business strategy is leveraging ecosystems across its different businesses to go beyond conventional reinsurance into new products, services, and even entirely new models for risk business. It is creating new collaborative business models where it partners with corporates to create new solutions with embedded insurance, or with other insurers, reinsurers and even governments to leverage shared knowledge, expertise, and capabilities – protecting more customers, in newer ways.

TCS is helping Swiss Re realise this ecosystem vision in its credit and surety reinsurance business by building a cloud-native, microservices-based end-to-end underwriting platform, including the front-end digital channels and a digital marketplace that offers instant quotes.

The new platform will leverage cloud-native capabilities to help Swiss Re transform its underwriting processes, using larger and richer datasets, deep analytics, and automation to significantly enhance the underwriting quality, speed, and throughput. This will enable Swiss Re to provide a superior customer experience, offer a broader range of products, and take on more business.

The platform is being architected so that it can be opened up to other insurers or reinsurers, giving them access to new attractive risk pools through Swiss Re's extensive network of banks and other lenders.

The partnership with TCS will equip Swiss Re with a platform to power future growth by expanding its underwriting capacity to take on new business, while creating an additional revenue stream from the ceded risk distributed to other reinsurers.

Our clients and partners are at the heart of Swiss Re's strategy, and together we make the world more resilient. We offer tech-enabled risk knowledge and data-driven insight to address inefficiencies in the market and support data-driven business decisions. TCS has been a collaborative technology partner in our drive for digital transformation. We are moving into a modern cloud-based landscape which will realise our vision, power our future growth, and solve business and global challenges.

Florian Maurer
Global Head of Applications
Swiss Re

How did you cope with supplyside challenges due to the Great Resignation this year? Is the worst behind us?

Milind: Yes, it has been a challenging year for employers all over the world. In our industry, it wasn't as much due to the Great Resignation, as a churn within the industry. Peers who had not anticipated the sharp demand recovery scrambled to fulfill it by poaching at scale from other companies. That triggered a cycle of hiring and counter-hiring of each other's employees, sending attrition rates shooting across the industry.

Our attrition went up as well. But our commitment to people, investing in them and empowering them to realize their potential, along with closer employee engagement, have helped us remain a benchmark in talent retention. We also expanded our hiring program, flexing the strength of our employer brand to attract experienced and fresh talent at scale. We undertook several other tactical measures to cope with the supply side challenges, including generous promotions, retention bonuses and increased use of sub-contractors.

More importantly, we addressed the structural problem of industry-wide talent scarcity by training and onboarding 118,000 fresh engineers in FY 2022. This massive infusion of fresh talent by us, as well as by others in the industry, should start easing the problem in FY 2023. There are some early signs of this. Our attrition is plateauing on a quarterly annualized basis. LTM attrition will likely rise further in the first half of FY 2023 and after that, it should start tapering.

Over the last 3 years, your net addition has significantly outstripped your revenue growth. Where is the disconnect?

Milind: There are two reasons. One, there was significant offshore shift during the pandemic due to greater acceptance of remote working, local talent scarcity, and the flow of work to where the talent resides. That was deflationary in nature. Second, we have been hiring additional numbers ahead of demand, in anticipation of continued growth momentum and to have a ready bench to back-fill attrition.

Q&A with Finance and HR

Samir Seksaria,
Chief Financial Officer

Milind Lakkad
Chief Human Resources Officer

Dr Ritu Anand
Head – Leadership & Diversity

Despite the strong growth during the year, the operating margin stayed flat. How should we look at margins for the next year?

Samir: During the year, our annual salary increase and the tactical interventions that Milind referred to, resulted in a 330 bps margin headwind. Operating leverage, improved realizations and some currency support helped us mitigate to the extent of 270 bps, resulting in an industry-leading operating margin of 25.3%.

Looking ahead, I expect the supplyside headwinds to persist for most of the year. Additionally, as things normalize, travel and facilities expenses should also inch up. That will be mitigated by the full year benefit of large numbers of fresh engineers onboarded in FY 2022, leverage from continued revenue growth, improved realizations and hopefully, some currency support. Overall, we want to keep our margins stable in the medium term.

You used to guide to a 26-28% range? Is that no longer viable?

Samir: We don't provide revenue or margin guidance. However, 26-28% remains our longer term aspirational band for the operating margin. Setting aside short term headwinds, we don't see any change to our longer term cost structures or our relative competitiveness. Just five quarters ago, we were in that band, so there is no reason why we can't get there again.

We have kept our margins in the same tight band for over a decade now. During this period, we have outgrown our largest and far more acquisitive local and global peers, and delivered better margins..

You have had industry-leading margins for several years. Is that constraining your growth versus peers?

Samir: We don't think so. We truly believe that it is possible to pursue profitable growth without compromising on either. The data bears us out. We have kept our margins in the same tight band for over a decade now. During this period, we have outgrown our largest and far more acquisitive local and global peers, and delivered better margins..

The underlying premise of the question is that with similar costs, higher margins must mean higher prices versus competition, and therefore lower sales. The flaw lies in that assumption on costs. While raw costs may be similar, our cost of delivery is lower because of higher level of industrialization in our delivery model, better training and better employer practices, resulting in better retention. So we are able to compete very effectively, and are winning all time high order books without compromising on profitability.

Let me also explain briefly how we manage margins on the ground. We have devolved decision-making to managers on the frontlines, closest to customers and best positioned to assess the tradeoffs. We hold them accountable for growth as well as profitability, while giving them autonomy to shape the commercials of individual engagements. This has given us a class of empowered, entrepreneurial leaders who win deals going head-to-head with our most aggressive peers on prices, if need be, while making up for the impact elsewhere, and delivering the committed margin at a portfolio level.

Of course, we continue to invest heavily in building capabilities to pursue the large organic growth opportunity. We are also open to acquiring assets which add to our capabilities or IP assets, but the decision is based more on valuations and ease of integration.

Switching gears, only 13% of the senior management are women. What are you doing to increase diversity at senior levels?

Ritu: We recognize the need to have a more diverse workforce, and have been running a structured program to drive diversity and inclusion within the organization. For us, diversity is not just gender diversity. We take a broader and more inclusive view, including gender, nationality, education, ethnicity, orientation, accessiblity and so on. By that measure, diversity in senior management is over 30%.

We currently have over 153 nationalities in our workforce. TCS is one of the largest employers of women in the world, with over 210,000 women in the workforce. This diversity is an aggregate outcome of deliberate efforts around hiring in every market, talent development, promotion and retention, and policies specifically designed to encourage talented individuals, regardless of demographic profile, to plan longer term careers in TCS.

Women make up 13% of our senior management. But that figure doesn't tell the full story. Within that cohort, women fulfill 30% of our business development and delivery management roles. That is the pool from which tomorrow's business heads and top leaders will emerge, so I find that extremely encouraging.

Also, that percentage translates into nearly 4,000 senior women executives, making ours one of the largest such teams in the world. Our policy of grooming and promoting leadership from within, personalized assessments, leadership development programs, promotions and the collective efforts of the entire leadership team have helped us grow the number of women in that cohort by 84% over the last five years.

With continued push and with new leadership positions opening up faster, and in larger numbers because of the high growth environment we are in, we are confident that we will make more progress over the next five years, than we did in the last five. But there are no shortcuts to this.

Why not? You could just announce a target to have 50% women in senior management and hire accordingly?

Ritu: Yes, we could. Hiring only women senior managers from outside for all new leadership roles would certainly give us an opportunity to trumpet our leadership in gender diversity. But I see this as unsustainable.

Women's overall participation in the labor force here is under 20%, perhaps 15% if you take the urban workforce. The percentage at senior management levels is much smaller, and the available hiring pool is a fraction of that. Given this lack of availability at an industry level, companies would simply end up hiring and re-hiring each others' senior executives, driving up industry-level executive churn.

Instead, the industry should address this at a systemic level, and collectively do more of what we are currently doing at TCS. Run school-level programs to encourage girls to pursue STEM education and careers, support mentoring programs, provide opportunities to women returning after career breaks, invest in leadership development and increase the number of women at all levels. That will expand the industry's female leadership pool and give everyone an opportunity to avail the benefits of diversity.

Milind: Also, parachuting external candidates into leadership positions just to achieve a diversity quota is demoralizing to existing employees, men and women, whose own growth aspirations get derailed. One of the biggest contributors to our industry-leading talent retention is our long-standing policy of preferring internal candidates for new leadership positions. Hence our organic approach. This may take time to show on the outside, but it is fairer to our employees and more sustainable in the long run.

> One of the biggest contributors to our industry-leading talent retention is our long-standing policy of preferring internal candidates for new leadership positions. Hence our organic approach. This may take time to show on the outside, but it is fairer to our employees and more sustainable in the long run.

As you look at doubling your revenue, what will TCS' workforce look like? Will you have a million employees?

Milind: We believe our workforce will be more diverse, demographically and geographically. With a larger business transformation component in our revenue mix, I expect that we will also have more diverse capabilities within the workforce – more researchers and innovators, more business consultants across industry verticals and technology horizontals, more product and IP owners, more solution architects, and more specialists in softer areas like empathetic design and organizational change management.

It is harder to predict how the headcount will grow. With a larger component of G&T revenues with higher realizations, IP-linked revenues and the mainstreaming of technologies like low code/no code which are less effort intensive, we should be able to double revenues without needing a million employees. But even if it comes to that, we are no longer intimidated by large numbers. Our model has proved its scalability, and we are confident we will continue to remain a benchmark in talent management.

Helping RS Components Deepen Customer Relationships and Drive Profitable Growth

RS Components, the world's largest distributor of electronics and maintenance products, is a trading brand of UK-based Electrocomponents plc. The company supplies industrial products, electronic and electrical components, test and measurement equipment, engineering tools and consumables via e-commerce, telephone and RS Local stores. It operates in 32 countries serving over 1.2 million customers with 500,000 stocked products from over 2,500 leading suppliers.

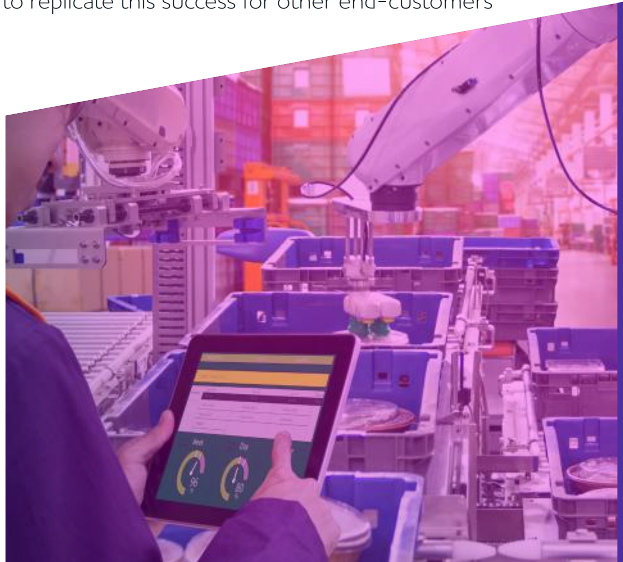
RS Components partnered with TCS to create a new business model that would enable new value-added services in industrial maintenance, foster closer relationships with customers, and drive further demand for its products. TCS used its Bringing Things to Life™ IoT framework, and its deep domain knowledge in digital manufacturing, remote diagnostics and predictive services to help build a new AWS IoT based reporting and condition monitoring system that has been branded RS Industria.

This scalable, secure new platform allows customers to connect their manufacturing assets quickly and easily, for real time monitoring that provides insights into the causes of production losses and component failure.

RS Components' first client for this solution, a food manufacturing site in the UK, has a number of high value assets such as industrial motors, production line equipment and a treatment plant connected to the platform. The real-time monitoring and insights generated by the system have helped cut fresh water consumption, and also reduce the effort and cost of managing the wastewater treatment.

The system is also being used to help reduce the site's energy consumption by monitoring usage at a production line level, highlighting specific areas of energy loss in the production process. In the near future, the customer is using the modularity of RS Industria to rapidly expand the system to enable condition monitoring of critical assets.

RS Components and TCS are now working together to replicate this success for other end-customers in other industry segments. Partnering with TCS for its growth and transformation has helped RS Components embrace a new business model that makes it a valued and trusted business partner to its customers, creates new revenue streams, boosts profitability and reinforces its position as an innovation pioneer in the industrial component ecosystem.



Partnering with TCS in launching RS Industria brought a number of strengths to us – their IIoT expertise, their knowledge around remote diagnostics and predictive services, their understanding of the Amazon Web platform and how to build really advanced solutions in that space and lastly their collaborative way of working. All of these helped us realize our vision around this new offering much faster.

Richard Jeffers
Director, Industrial Design Solutions
RS Components

Boosting Colruyt's Competitiveness with Algorithmic Pricing

Colruyt is a leading retailer in Europe with online shops and over 1,000 physical outlets across Belgium, Luxembourg and France. It has ten business formats and diversified business lines.

Colruyt's business success has been built on keeping costs down and investing resources in guaranteeing the lowest price for every product at any time. But this is no easy feat. Staying on top means monitoring competitors' online and in-store prices and promotions, and responding to changes with updated prices for those items, as well as for hierarchically linked items, across all stores and business formats.

Over time, Colruyt's pricing processes were finding it difficult to cope with the sheer volumes and complexity. Colruyt started the successful collaboration with TCS as the strategic partner to harness the power of automation and other digital technologies to transform its pricing platform.

Colruyt and TCS collaborated successfully to implement the Next-Gen Pricing Engine, an algorithmic, near real-time, intelligent system that automates the deployment of the pricing strategy across products, linked items, stores, channels and brands. To improve the instore price recording from competitor locations, a real time mobile app was launched to boost the productivity and accuracy. The system uses in-parallel memory processing for large volumes of data to generate price recommendations at near real time speed.

Very importantly, the engine caters to the varied pricing strategies relevant to Colruyt's different business lines – regular everyday low prices, high-low, promotions and markdown, enabling the competitive benefits to accrue across the enterprise.

Partnering with TCS for the innovative use of technology is helping Colruyt respond to competitors 24 x 7 with speed and agility, capturing over 100,000 competitor prices, and processing up to 50 million reaction prices per day. This has helped the retailer strengthen its competitive differentiation, live up to its brand promise and drive growth.

At Colruyt, we continuously focus on technology innovation to help our businesses respond quickly to changes in the market, and to grow. The Next-Gen Pricing Engine is one such innovative, mission-critical platform that we have built in partnership with TCS. Their deep retail industry knowledge, digital expertise and collaborative ways of working helped us accomplish our vision to harness the power of AI, automation and digital technologies to help elevate our brand and strengthen our competitive edge.

Peter Vanbellingen
CIO, Colruyt IT

Transforming India's Lending Sector with a New Digital Platform

Non-Banking Financial Companies (NBFCs) are a key component of India's financial ecosystem, helping make credit and other financial services accessible to the small-scale and unorganized sectors, and to the large unbanked population. However, with low technology intensity and largely manual processes, these firms have struggled to meet consumer expectations around digital experience and speed of service on the one hand, and with regulatory compliance and lack of easy access to capital on the other hand. This has held back the sector's growth relative to the market's potential.

Recognizing that the industry's fragmented structure and common attributes lent itself to a cloud-based SaaS platform, TCS built a first-of-its-kind, cloud-based lending and securitization solution, bringing together the power of two of its highly successful products – TCS BaNCS™ and TCS iON™, and the DigiGOV™ governance framework, to completely digitize and reimagine the core processes for the sector.

The new platform is a collaborative, connected system that transforms the end-to-end lending and securitization value chain, offering secure and timely flow of data among stakeholders within the ecosystem. It leverages AI and ML to enhance end-customer and internal-stakeholder experience, and improve speed and accuracy in decision-making.

NBFCs subscribing to the platform benefit from enhanced customer experience, improved liquidity, more resilient and agile operations, and improved regulatory compliance across lending and securitization. Impressed with the rich functionality, flexibility and scalability of the solution, some of India's largest private sector banks are also adopting it for their personal lending business.

Aadhar Housing Finance Limited, a housing finance company with a pan-India presence implemented TCS' lending and securitization solution in FY 2022 and has been able to transform its operations, end to end.

At the back end, TCS' solution has helped strengthen controls, ease regulatory compliance, enhance data security and drive operational efficiency. On the front end, it has enabled easier and more efficient customer experience. The solution's robust lead management processes, with lead tracking and reporting have helped drive Aadhar's growth and expand its market presence.

Our partnership with TCS is helping us to realise our strategy of investing in technology enabled solutions to improve customer experience. We hope to reap the full benefit of this transformation to expand our market reach.

Deo Shankar Tripathi
MD and CEO
Aadhar Housing Finance Limited

Notice

Notice is hereby given that the twenty-seventh Annual General Meeting of Tata Consultancy Services Limited will be held on Thursday, June 9, 2022 at 3:30 p.m. (IST) through Video Conferencing ("VC")/Other Audio Visual Means ("OAVM") to transact the following business:

1. To receive, consider and adopt:

    a. the Audited Standalone Financial Statements of the Company for the financial year ended March 31, 2022, together with the Reports of the Board of Directors and the Auditors thereon; and

    b. the Audited Consolidated Financial Statements of the Company for the financial year ended March 31, 2022, together with the Report of the Auditors thereon.

2. To confirm the payment of Interim Dividends on Equity Shares and to declare a Final Dividend on Equity Shares for the financial year 2021-22.

3. To appoint a Director in place of N Ganapathy Subramaniam (DIN 07006215) who retires by rotation and, being eligible, offers himself for re-appointment.

4. **Appointment of Statutory Auditors of the Company**

    To consider and, if thought fit, to pass the following resolution as an Ordinary Resolution:

    "RESOLVED that pursuant to the provisions of Sections 139, 142 and other applicable provisions, if any, of the Companies Act, 2013, and the Companies (Audit and Auditors) Rules, 2014, as amended from time to time, B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W–100022) be and is hereby re-appointed as Statutory Auditors of the Company to hold office from the conclusion of this Annual General Meeting ("AGM") till the conclusion of the thirty-second AGM to be held in the year 2027, at such remuneration, as may be mutually agreed between the Board of Directors of the Company and the Statutory Auditors."

5. **To approve existing as well as new material related party transactions with Tata Sons Private Limited and/or its subsidiaries, Tata Motors Limited, Jaguar Land Rover Limited and/or its subsidiaries and the subsidiaries of the Company (other than wholly owned subsidiaries)**

    To consider and if thought fit, to pass the following resolution as an Ordinary Resolution:

    "RESOLVED that pursuant to the provisions of Regulation 23(4) of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015, as amended from time to time, ("SEBI Listing Regulations"), the applicable provisions of the Companies Act, 2013 ("Act") read with Rules made thereunder, other applicable laws/statutory provisions, if any, (including any statutory modification(s) or amendment(s) or re-enactment(s) thereof, for the time being in force), the Company's Policy on Related Party Transactions, and subject to such approval(s), consent(s), permission(s) as may be necessary from time to time and basis the approval and recommendation of the Audit Committee and the Board of Directors of the Company, the approval of the Members of the Company be and is hereby accorded to the Company to enter/continue to enter into Material Related Party Transaction(s)/ Contract(s)/Arrangement(s)/Agreement(s) (whether by way of an individual transaction or transactions taken together or series of transactions or otherwise) with entities falling within the definition of 'Related Party' under Section 2(76) of the Act and Regulation 2(1)(zb) of the SEBI Listing Regulations, in the course of **(a)** availing and rendering of IT services/ ITeS/consulting service(s) **(b)** reimbursement of expenses including towards availing/providing for sharing/usage of each other's resources viz. employees, office space, infrastructure including IT assets, taxes and related owned/third-party services; **(c)** purchase/sale/exchange/transfer/ lease of business asset(s) and/or equipments to meet its business objectives/requirements; **(d)** transfer of any resources, services or obligations to meet its business objectives/ requirements ("Related Party Transactions") on such material terms and conditions as detailed in the explanatory statement to this Resolution and as may be mutually agreed between related parties and the Company, for each of the financial years (FY) from FY 2022-23 to FY 2026-27 i.e. five financial years, such that the maximum value of the Related Party Transactions with such parties, in aggregate, does not exceed value as specified under each category for each financial year, provided that the said contract(s)/arrangement(s)/ transaction(s) shall be carried out in the ordinary course of business of the Company and in respect of transactions with related parties under Section 2(76) of the Act, are at arm's length basis.'

"RESOLVED FURTHER that the Board of Directors of the Company (hereinafter referred to as 'Board' which term shall be deemed to include the Audit Committee of the Company and any duly constituted/to be constituted Committee of Directors thereof to exercise its powers including powers conferred under this resolution) be and is hereby authorised to do all such acts, deeds, matters and things as it may deem fit at its absolute discretion and to take all such steps as may be required in this connection including finalizing and executing necessary documents, contract(s), scheme(s), agreement(s) and such other documents as may be required, seeking all necessary approvals to give effect to this resolution, for and on behalf of the Company and settling all such issues, questions, difficulties or doubts whatsoever that may arise and to take all such decisions from powers herein conferred to, without being required to seek further consent or approval of the Members and that the Members shall be deemed to have given their approval thereto expressly by the authority of this resolution."

"RESOLVED FURTHER that all actions taken by the Board in connection with any matter referred to or contemplated in this resolution, be and are hereby approved, ratified and confirmed in all respects."

6. **Place of keeping and inspection of the Registers and Annual Returns of the Company**

To consider and, if thought fit, to pass, the following resolution as a Special Resolution:

"RESOLVED that in supersession of all Resolutions passed earlier in this regard and pursuant to the provisions of Section 94 and other applicable provisions, if any, of the Companies Act, 2013 ("the Act") and the rules made thereunder (including any statutory modification(s) or re-enactment(s) thereof for the time being in force), approval of the Members of the Company be and is hereby accorded to keep the Registers as prescribed under Section 88 of the Act and copies of Annual Returns under Section 92 of the Act, together with the copies of certificates and documents required to be annexed thereto or any other documents as may be required, at the Registered Office of the Company and/or at the office of TSR Consultants Private Limited (formerly TSR Darashaw Consultants Private Limited), Registrar and Transfer Agent of the Company at C-101, 1st Floor, 247 Park, Lal Bahadur Shastri Marg, Vikhroli (West), Mumbai 400083, Maharashtra, India and/or such other place where the office of the Registrar and Transfer Agent of the Company is situated within Mumbai, from time to time."

"RESOLVED FURTHER that the Board of Directors or any Committee thereof of the Company be and are hereby authorized to do all such things and take all such actions as may be required from time to time for giving effect to the above resolution and matters related thereto."

Notes:

1. In view of the continuing COVID-19 pandemic, the Ministry of Corporate Affairs ("MCA") has vide its General Circular nos. 14/2020 and 17/2020 dated April 8, 2020 and April 13, 2020 respectively, in relation to "Clarification on passing of ordinary and special resolutions by companies under the Companies Act, 2013 and the rules made thereunder on account of the threat posed by COVID-19", General Circular no. 20/2020 dated May 5, 2020, General Circular nos. 02/2021 and 21/2021 dated January 13, 2021 and December 14, 2021 respectively in relation to "Clarification on holding of annual general meeting (AGM) through video conferencing (VC) or other audio visual means (OAVM)", (collectively referred to as "MCA Circulars") permitted the holding of the Annual General Meeting ("AGM") through VC/OAVM, without the physical presence of the Members at a common venue. In compliance with the MCA Circulars, the AGM of the Company is being held through VC/OAVM. The registered office of the Company shall be deemed to be the venue for the AGM.

2. The Explanatory Statement pursuant to Section 102 of the Companies Act, 2013 ("Act") setting out material facts concerning the business under Item Nos. 4 to 6 of the Notice, is annexed hereto. Further, the relevant details with respect to Item No. 3 pursuant to Regulation 36(3) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") and Secretarial Standard on General Meetings issued by the Institute of Company Secretaries of India, in respect of Director seeking re-appointment at this AGM are also annexed.

3. Pursuant to the provisions of the Act, a Member entitled to attend and vote at the AGM is entitled to appoint a proxy to attend and vote on his/her behalf and the proxy need not be a Member of the Company. Since this AGM is being held pursuant to the MCA Circulars through VC/OAVM, physical attendance of Members has been dispensed with. Accordingly, the facility for appointment of proxies by the Members will not be available for the AGM and hence the Proxy Form, Attendance Slip and route map of AGM are not annexed to this Notice.

4. Institutional shareholders/corporate shareholders (i.e. other than individuals, HUF's, NRI's, etc.) are required to send a scanned copy (PDF/JPG Format) of their respective Board or governing body Resolution/Authorization etc., authorizing their representative to attend the AGM through VC/OAVM on their behalf

and to vote through remote e-voting. The said Resolution/Authorization shall be sent to the Scrutinizer by e-mail on its registered e-mail address to tcs.scrutinizer@gmail.com with a copy marked to evoting@nsdl.co.in. Institutional shareholders (i.e. other than individuals, HUF's, NRI's etc.) can also upload their Board Resolution/Power of Attorney/ Authority Letter etc. by clicking on "Upload Board Resolution/Authority Letter" displayed under "e-Voting" tab in their login.

5. The Company has fixed Thursday, May 26, 2022 as the "Record Date" for determining entitlement of Members to final dividend for the financial year ended March 31, 2022, if approved at the AGM.

6. If the final dividend, as recommended by the Board of Directors, is approved at the AGM, payment of such dividend subject to deduction of tax at source will be made on Monday, June 13, 2022 as under:

    i. To all Beneficial Owners in respect of shares held in dematerialized form as per the data as may be made available by the National Securities Depository Limited ("NSDL") and the Central Depository Services (India) Limited ("CDSL"), collectively "Depositories", as of end of day on Thursday, May 26, 2022;

    ii. To all Members in respect of shares held in physical form after giving effect to valid transmission or transposition requests lodged with the Company as of the close of business hours on Thursday, May 26, 2022.

7. Members are requested to intimate changes, if any, pertaining to their name, postal address, e-mail address, telephone/mobile numbers, Permanent Account Number (PAN), mandates, nominations, power of attorney, bank details such as, name of the bank and branch details, bank account number, MICR code, IFSC code, etc.,:

    a. **For shares held in electronic form:** to their Depository Participants (DPs)

    b. **For shares held in physical form:** to the Company/Registrar and Transfer Agent in prescribed Form ISR-1 and other forms pursuant to SEBI Circular No. SEBI/HO/ MIRSD/MIRSD_RTAMB/P/CIR/2021/655 dated November 3, 2021. The Company has sent letters along with Business Reply Envelopes (BRE) for furnishing the required details. Members may also refer to Frequently Asked Questions ("FAQs") on Company's website https://on.tcs.com/IR-FAQ.

8. Members may please note that SEBI vide its Circular No. SEBI/HO/MIRSD/MIRSD_ RTAMB/P/CIR/2022/8 dated January 25, 2022 has mandated the listed companies to issue securities in dematerialized form only while processing service requests viz. Issue of duplicate securities certificate; claim from unclaimed suspense account; renewal/ exchange of securities certificate; endorsement; sub-division/splitting of securities certificate; consolidation of securities certificates/folios; transmission and transposition. Accordingly, Members are requested to make service requests by submitting a duly filled and signed Form ISR – 4, the format of which is available on the Company's website at https://on.tcs.com/IR-FAQ and on the website of the Company's Registrar and Transfer Agents, TSR Consultants Private Limited ("TCPL") at https://www.tcplindia.co.in/. It may be noted that any service request can be processed only after the folio is KYC Compliant.

9. SEBI vide its notification dated January 24, 2022 has mandated that all requests for transfer of securities including transmission and transposition requests shall be processed only in dematerialized form. In view of the same and to eliminate all risks associated with physical shares and avail various benefits of dematerialisation,

Members are advised to dematerialise the shares held by them in physical form. Members can contact the Company or TCPL, for assistance in this regard.

10. Members holding shares in physical form, in identical order of names, in more than one folio are requested to send to the Company or TCPL, the details of such folios together with the share certificates along with the requisite KYC Documents for consolidating their holdings in one folio. Requests for consolidation of share certificates shall be processed in dematerialized form.

11. As per the provisions of Section 72 of the Act and SEBI Circular, the facility for making nomination is available for the Members in respect of the shares held by them. Members who have not yet registered their nomination are requested to register the same by submitting Form No. SH-13. If a Member desires to opt out or cancel the earlier nomination and record a fresh nomination, he/she may submit the same in Form ISR-3 or SH-14 as the case may be. The said forms can be downloaded from the Company's website https://on.tcs.com/IR-FAQ. Members are requested to submit the said details to their DP in case the shares are held by them in dematerialized form and to TCPL in case the shares are held in physical form.

12. In case of joint holders, the Member whose name appears as the first holder in the order of names as per the Register of Members of the Company will be entitled to vote during the AGM.

13. Members seeking any information with regard to the financial statements or any matter to be placed at the AGM, are requested to write to the Company on or before June 8, 2022 through email on investor.relations@tcs.com. The same will be replied by the Company suitably.

14. Members are requested to note that, dividends if not encashed for a period of 7 years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to the Investor Education and Protection Fund ("IEPF"). Further, all the shares in respect of which dividend has remained unclaimed for 7 consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. In view of this, Members are requested to claim their dividends from the Company, within the stipulated timeline. The Members, whose unclaimed dividends/shares have been transferred to IEPF, may claim the same by making an online application to the IEPF Authority in web Form No. IEPF-5 available on www.iepf.gov.in. For details, please refer to Corporate Governance Report which is a part of this report and FAQ of investor page on Company's website https://on.tcs.com/IR-FAQ.

15. Notice of the AGM along with the Integrated Annual Report 2021-22 is being sent by electronic mode to those Members whose e-mail addresses are registered with the Company/Depositories, unless any Member has requested for a physical copy of the same. In furtherance of the Green Initiative, physical copy of the Notice of the AGM along with the Abridged Integrated Annual Report 2021-22 is being sent by the permitted modes to those Members whose e-mail addresses are not registered. Members may note that the Notice and Integrated Annual Report 2021-22 will also be available on the Company's website www.tcs.com, websites of the Stock Exchanges i.e. BSE Limited and National Stock Exchange of India Limited at www.bseindia.com and www.nseindia.com respectively and on the website of NSDL https://www.evoting.nsdl.com

16. Members attending the meeting through VC/OAVM shall be counted for the purpose of determining the quorum under Section 103 of the Act.

17. Pursuant to the Finance Act, 2020, dividend income will be taxable in the hands of shareholders w.e.f. April 1, 2020 and the Company is required to deduct tax at source from dividend paid to shareholders at the prescribed rates. For the prescribed rates for various categories, please refer to the Finance Act, 2020 and the amendments thereof. The shareholders are requested to update their valid PAN with the DPs (if shares held in dematerialized form) and the Company/TCPL (if shares are held in physical form).

    A Resident individual shareholder with PAN and who is not liable to pay income tax can submit a yearly declaration in Form No. 15G/15H, to avail the benefit of non-deduction of tax at source by e-mail to TCS-Exemptforms2223@tcplindia.co.in by 11:59 p.m. IST on Tuesday, May 24, 2022. Shareholders are requested to note that in case their PAN is not registered, or having invalid PAN or Specified Person as defined under section 206AB of the Income-tax Act ("the Act"), the tax will be deducted at a higher rate prescribed under section 206AA or 206AB of the Act, as applicable.

    Non-resident shareholders [including Foreign Institutional Investors (FIIs)/Foreign Portfolio Investors (FPIs)] can avail beneficial rates under tax treaty between India and their country of tax residence, subject to providing necessary documents i.e. No Permanent Establishment and Beneficial Ownership Declaration, Tax Residency Certificate, Form 10F, any other document which may be required to avail the tax treaty benefits. For this purpose the shareholder may submit the above documents (PDF/JPG Format) by e-mail to TCS-Exemptforms2223@tcplindia.co.in. The aforesaid declarations and documents need to be submitted by the shareholders by 11:59 p.m. IST on Tuesday, May 24, 2022. For further details please refer to FAQs on Taxation of Dividend Distribution at https://on.tcs.com/IR-FAQ.

18. Instructions for e-voting and joining the AGM are as follows:

A. VOTING THROUGH ELECTRONIC MEANS

i. In compliance with the provisions of Section 108 of the Act, read with Rule 20 of the Companies (Management and Administration) Rules, 2014, as amended from time to time, Regulation 44 of the SEBI Listing Regulations and in terms of SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 in relation to "e-voting Facility Provided by Listed Entities", the Members are provided with the facility to cast their vote electronically, through the e-voting services provided by NSDL, on all the resolutions set forth in this Notice. The instructions for e-voting are given herein below.

ii. The remote e-voting period commences on Monday, June 6, 2022 (9:00 a.m. IST) and ends on Wednesday, June 8, 2022 (5:00 p.m. IST). During this period, Members holding shares either in physical form or in dematerialized form, as on Thursday, June 2, 2022 i.e. cut-off date, may cast their vote electronically.

    The e-voting module shall be disabled by NSDL for voting thereafter. Members have the option to cast their vote on any of the resolutions using the remote e-voting facility, either during the period commencing June 6, 2022 to June 8, 2022 or e-voting during the AGM. Members who have voted on some of the resolutions during the said voting period are also eligible to vote on the remaining resolutions during the AGM.

iii. The Members who have cast their vote by remote e-voting prior to the AGM may also attend/participate in the AGM through VC/OAVM but shall not be entitled to cast their vote on such resolution again.

iv. The Board of Directors has appointed P N Parikh (Membership No. FCS 327) and failing him, Jigyasa Ved (Membership No. FCS 6488) of Parikh & Associates, Company Secretaries as the Scrutinizer to scrutinize the e-voting process in a fair and transparent manner.

v. The voting rights of Members shall be in proportion to their shares in the paid-up equity share capital of the Company as on the cut-off date.

vi. Any person holding shares in physical form and non-individual shareholders, who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date, may obtain the User ID and Password by sending a request at evoting@nsdl.co.in. However, if he/she is already registered with NSDL for remote e-voting then he/she can use his/her existing User ID and Password for casting the vote. In case of individual shareholders holding securities in dematerialized mode and who acquires shares of the Company and becomes a Member of the Company after sending of the Notice and holding shares as of the cut-off date may follow steps mentioned below under "**Login method for remote e-voting and joining virtual meeting for individual shareholders holding securities in dematerialized mode.**"

vii. The details of the process and manner for remote e-voting are explained herein below:

The way to vote electronically on NSDL e-voting system consists of "Two Steps" which are mentioned below:

Step 1: Access to NSDL e-voting system

Step 2: Cast your vote electronically on NSDL e-voting system.

Details on Step 1 are mentioned below:

I) Login method for remote e-voting and joining the virtual meeting and joining the virtual meeting for individual shareholders holding securities in dematerialized mode

Pursuant to SEBI Circular no. SEBI/HO/CFD/CMD/CIR/P/2020/242 dated December 9, 2020 on "e-voting facility provided by Listed Companies", e-voting process has been enabled to all the individual demat account holders, by way of single login credential, through their demat accounts/websites of Depositories/DPs to increase the efficiency of the voting process. Individual demat account holders would be able to cast their vote without having to register again with the e-voting service provider ("ESP") thereby not only facilitating seamless authentication but also ease and convenience of participating in e-voting process. Shareholders are advised to update their mobile number and e-mail ID with their DPs to access e-voting facility.

Login method for individual shareholders holding securities in dematerialized mode is given below:

Type of shareholders	Login Method
Individual shareholders holding securities in dematerialized mode with NSDL.	**A. NSDL IDeAS facility** **If you are already registered, follow the below steps:** 1. Visit the e-Services website of NSDL. Open web browser and type the following URL: https://eservices.nsdl.com/ either on a Personal Computer or on a mobile. 2. Once the home page of e-Services is launched, click on the “Beneficial Owner” icon under “Login” which is available under “IDeAS” section. 3. A new screen will open. You will need to enter your User ID and Password. After successful authentication, you will be able to see e-voting services. 4. Click on “Access to e-voting” appearing on the left-hand side under e-voting services and you will be able to see e-voting page. 5. Click on options available against Company name or e-voting service provider-NSDL and you will be re-directed to NSDL e-voting website for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting. **If you are not registered, follow the below steps:** a. Option to register is available at https://eservices.nsdl.com. b. Select “Register Online for IDeAS” Portal or click at https://eservices.nsdl.com/SecureWeb/IdeasDirectReg.jsp c. Please follow steps given in points 1-5.

Type of shareholders	Login Method
	B. e-voting website of NSDL 1. Open web browser and type the following URL: https://www.evoting.nsdl.com/ either on a personal computer or on a mobile phone. 2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section. 3. A new screen will open. You will need to enter your User ID (i.e. your sixteen digit demat account number held with NSDL), Password/OTP and a Verification Code as shown on the screen. 4. After successful authentication, you will be redirected to NSDL website wherein you can see e-voting page. Click on options available against Company name or e-voting service provider-NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting. C. Shareholders/Members can also download NSDL mobile app **"NSDL Speede"** facility by scanning the QR code mentioned below for seamless voting experience. **NSDL Mobile App is available on** App Store Google Play

Type of shareholders	Login Method
Shareholders holding securities in dematerialized mode with CDSL	1. Existing users who have opted for Easi/Easiest, they can login through their User ID and Password. Option will be made available to reach e-voting page without any further authentication. The URL for users to login to Easi/Easiest are https://web.cdslindia.com/myeasi/home/login or www.cdslindia.com and click on New System Myeasi. 2. After successful login of Easi/Easiest the user will be also able to see the e-voting menu. The menu will have links of e-voting service provider i.e. NSDL. Click on NSDL to cast your vote. 3. If the user is not registered for Easi/Easiest, option to register is available at https://web.cdslindia.com/myeasi/Registration/EasiRegistration 4. Alternatively, the user can directly access e-voting page by providing demat account number and PAN from a link in www.cdslindia.com home page. The system will authenticate the user by sending OTP on registered Mobile and e-mail as recorded in the demat Account. After successful authentication, user will be provided links for the respective ESP i.e. NSDL where the e-voting is in progress.
Individual shareholders (holding securities in dematerialized mode) login through their DPs	1. You can also login using the login credentials of your demat account through your DP registered with NSDL/CDSL for e-voting facility. 2. Once logged-in, you will be able to see the e-voting option. Once you click on e-voting option, you will be redirected to NSDL/CDSL Depository site after successful authentication, wherein you can see e-voting feature. 3. Click on options available against Company name or e-voting service provider-NSDL and you will be redirected to e-voting website of NSDL for casting your vote during the remote e-voting period or joining virtual meeting and e-voting during the meeting.

Important note: Members who are unable to retrieve User ID/Password are advised to use Forgot User details/Password option available at respective websites.

Helpdesk for individual shareholders holding securities in dematerialized mode for any technical issues related to login through Depository i.e. NSDL and CDSL.

Login type	Helpdesk details
Securities held with NSDL	Please contact NSDL helpdesk by sending a request at evoting@nsdl.co.in or call at toll free no.: 1800 1020 990 and 1800 22 44 30
Securities held with CDSL	Please contact CDSL helpdesk by sending a request at helpdesk.evoting@cdslindia.com or contact at 022-23058738 or 022-23058542/43

II) Login method for e-voting and joining virtual meeting for shareholders other than individual shareholders holding securities in dematerialized mode and shareholders holding securities in physical mode.

How to Log-in to NSDL e-voting website?

1. Visit the e-voting website of NSDL. Open web browser by clicking the URL: https://www.evoting.nsdl.com/ either on a Personal Computer or on a mobile.
2. Once the home page of e-voting system is launched, click on the icon "Login" which is available under 'Shareholder/Member' section.
3. A new screen will open. You will have to enter your User ID, Password/OTP and a verification code as shown on the screen.
4. Alternatively, if you are registered for NSDL eservices i.e. IDeAS, you can login at https://eservices.nsdl.com/ with your existing IDeAS login. Once you login to NSDL eservices after using your login credentials, click on e-voting and you can proceed to Step 2 i.e. Cast your vote electronically.
5. Your User ID details are given below:

Manner of holding shares i.e. Demat (NSDL or CDSL) or Physical	Your User ID is:
a) For Members who hold shares in demat account with NSDL.	8 Character DP ID followed by 8 Digit Client ID For example if your DP ID is IN300*** and Client ID is 12****** then your User ID is IN300***12******
b) For Members who hold shares in demat account with CDSL.	16 Digit Beneficiary ID For example if your Beneficiary ID is 12************** then your User ID is 12**************
c) For Members holding shares in Physical Form.	EVEN Number followed by Folio Number registered with the Company For example if EVEN is 123456 and folio number is 001*** then User ID is 123456001***

6. Password details for shareholders other than Individual shareholders are given below:
   a) If you are already registered for e-voting, then you can use your existing Password to login and cast your vote.
   b) If you are using NSDL e-voting system for the first time, you will need to retrieve the 'initial password' which was communicated to you by NSDL. Once you retrieve your 'initial password', you need to enter the 'initial password' and the system will force you to change your Password.
   c) How to retrieve your 'initial password'?
      (i) If your e-mail ID is registered in your demat account or with the Company, your 'initial password' is communicated to you on your e-mail ID. Trace the e-mail sent to you from NSDL in your mailbox from evoting@nsdl.com.Open the e-mail and open the attachment i.e. a .pdf file. Open the .pdf file.

The password to open the .pdf file is your 8 digit client ID for NSDL account, last 8 digits of client ID for CDSL account or folio number for shares held in physical form. The .pdf file contains your 'User ID' and your 'initial password'.

(ii) In case you have not registered your e-mail address with the Company/ Depository, please follow instructions mentioned in this Notice.

7. If you are unable to retrieve or have not received the "Initial password" or have forgotten your password:

   a) Click on "**Forgot User Details/ Password?**" (If you are holding shares in your demat account with NSDL or CDSL) option available on www.evoting.nsdl.com.

   b) "**Physical User Reset Password?**" (If you are holding shares in physical mode) option available on www.evoting.nsdl.com.

   c) If you are still unable to get the password by aforesaid two options, you can send a request at evoting@nsdl.co.in mentioning your demat account number/ folio number, PAN, name and registered address.

   d) Members can also use the OTP based login for casting the votes on the e-voting system of NSDL.

8. After entering your password, tick on Agree to "Terms and Conditions" by selecting on the check box.

9. Now, you will have to click on "Login" button.

10. After you click on the "Login" button, home page of e-voting will open.

Details on Step 2 are given below:

How to cast your vote electronically on NSDL e-voting system?

1. After successful login at Step 1, you will be able to see all the companies "EVEN" in which you are holding shares and whose voting cycle and general meeting is in active status.

2. Select "EVEN" of Company, which is 119798 for which you wish to cast your vote during the remote e-voting period and casting your vote during the General Meeting. For joining virtual meeting, you need to click on "VC/OAVM" link placed under "Join Meeting".

3. Now you are ready for e-voting as the voting page opens.

4. Cast your vote by selecting appropriate options i.e. assent or dissent, verify or modify the number of shares for which you wish to cast your vote and click on "Submit" and also "Confirm" when prompted.

5. Upon confirmation, the message "Vote cast successfully" will be displayed and you will receive a confirmation by way of a SMS on your registered mobile number.

6. You can also take the printout of the votes cast by you by clicking on the print option on the confirmation page.

7. Once you confirm your vote on the resolution, you will not be allowed to modify your vote.

General guidelines for shareholders

1. It is strongly recommended not to share your password with any other person and take utmost care to keep

your password confidential. Login to the e-voting website will be disabled upon five unsuccessful attempts to key in the correct password. In such an event, you will need to go through the "Forgot User Details/Password?" or "Physical User Reset Password?" option available on https://www.evoting.nsdl.com to reset the Password.

2. In case of any queries related to e-voting, you may refer the Frequently Asked Questions ("FAQs") for Shareholders and e-voting user manual for Shareholders available at the download section of https://www.evoting.nsdl.com. For any grievances connected with facility for e-voting, please contact Ms. Pallavi Mhatre, Manager, NSDL, 4th Floor, 'A' Wing, Trade World, Kamala Mills Compound, Senapati Bapat Marg, Lower Parel, Mumbai 400 013, e-mail: evoting@nsdl.co.in, toll free no: 1800 1020 990/1800 224 430.

3. Members may send a request to evoting@nsdl.co.in for procuring User ID and Password for e-voting by providing demat account number/folio number, client master or copy of Consolidated Account statement, PAN (self-attested scanned copy of PAN card), AADHAAR (self-attested scanned copy of Aadhaar Card). If you are an Individual shareholder holding securities in dematerialized mode, you are requested to refer to the login method explained above.

4. The instructions for members for e-voting on the day of the AGM are mentioned in point number 18(A).

B. INSTRUCTIONS FOR MEMBERS FOR ATTENDING THE AGM THROUGH VC/OAVM ARE AS UNDER:

1. Members will be able to attend the AGM through VC/OAVM or view the live webcast of AGM provided by NSDL at https://www.evoting.nsdl.com following the steps mentioned above for login to NSDL e-voting system. After successful login, you can see VC/OAVM link placed under Join meeting menu against company name. You are requested to click on VC/OAVM link placed under "Join Meeting" menu. Members who do not have the User ID and Password for e-voting or have forgotten the User ID and Password may retrieve the same by following the remote e-voting instructions mentioned in the Notice. Further Members can also use the OTP based login for logging into the e-voting system of NSDL.

2. Facility of joining the AGM through VC/OAVM shall open 30 minutes before the time scheduled for the AGM.

3. Members who need assistance before or during the meeting, can contact NSDL on evoting@nsdl.co.in/1800 1020 990 and 1800 224 430 or contact Amit Vishal, Assistant Vice President – NSDL at amitv@nsdl.co.in/or Sanjeev Yadav, Assistant Manager-NSDL at sanjeevy@nsdl.co.in.

4. Members who would like to express their views or ask questions during the AGM may register themselves as a speaker by sending their request from their registered e-mail address mentioning their name, DP ID and

Client ID/Folio number, PAN, mobile number at tcsagm.speakers@tcs.com from June 3, 2022 (9:00 a.m. IST) to June 5, 2022 (5:00 p.m. IST). Those Members who have registered themselves as a speaker will only be allowed to express their views/ask questions during the AGM. The Company reserves the right to restrict the number of speakers depending on the availability of time for the AGM.

Other instructions

1. The Scrutinizer shall, immediately after the conclusion of voting at the AGM, unblock the votes cast through remote e-voting (votes cast during the AGM and votes cast through remote e-voting) and will submit a consolidated Scrutinizer's Report of the total votes cast in favour or against, if any, to the Chairman or a person authorised by him in writing, who shall countersign the same. The results will be announced within the time stipulated under the applicable laws.

2. The result declared along with the Scrutinizer's Report shall be placed on the Company's website www.tcs.com and on the website of NSDL https://www.evoting.nsdl.com immediately. The Company shall simultaneously forward the results to National Stock Exchange of India Limited and BSE Limited, where the shares of the Company are listed.

By Order of the Board of Directors

Pradeep Manohar Gaitonde
Company Secretary
Membership No. ACS 7016

Mumbai, April 11, 2022

Registered Office:
9th Floor, Nirmal Building, Nariman Point,
Mumbai 400 021, India
CIN: L22210MH1995PLC084781
Tel: +91 22 6778 9595
E-mail: investor.relations@tcs.com
Website: www.tcs.com

Explanatory Statement

As required by Section 102 of the Companies Act, 2013 ("Act"), the following explanatory statement sets out all material facts relating to the business mentioned under Item Nos. 4 to 6 of the accompanying Notice:

Item No. 4

This explanatory statement is in terms of Regulation 36(5) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), however, the same is strictly not required as per Section 102 of the Act.

The Members at the twenty-second Annual General Meeting ("AGM") of the Company held on June 16, 2017, had approved the appointment of B S R & Co. LLP ("BSR"), Chartered Accountants (Firm Registration No.: 101248W/W-100022), as Statutory Auditors of the Company, to hold office till the conclusion of the twenty-seventh AGM.

After evaluating and considering various factors such as industry experience, competency of the audit team, efficiency in conduct of audit, independence, etc., the Board of Directors of the Company has, based on the recommendation of the Audit Committee, at its meeting held on April 11, 2022, proposed the re-appointment of BSR, Chartered Accountants (Firm Registration No.: 101248W/W-100022), as the Statutory Auditors of the Company, for a term of five consecutive years from the conclusion of twenty-seventh AGM till the conclusion of thirty-second AGM of the Company to be held in the year 2027, at a remuneration as may be mutually agreed between the Board of Directors and Statutory Auditors.

BSR have consented to their appointment as Statutory Auditors and have confirmed that if appointed, their appointment will be in accordance with Section 139 read with Section 141 of the Act.

BSR is a member entity of B S R & Affiliates, a network registered with the Institute of Chartered Accountants of India. BSR is registered in Mumbai, Gurugram, Bengaluru, Kolkata, Hyderabad, Pune, Chennai, Chandigarh, Ahmedabad, Vadodara, Noida, Jaipur, Kochi and Vijayawada. BSR audits various companies listed on stock exchanges in India.

The Board recommends the Ordinary Resolution set out at Item No. 4 of the Notice for approval by the Members.

None of the Directors and Key Managerial Personnel of the Company or their relatives is, in any way, concerned or interested in the Resolution set out at Item No. 4 of the Notice.

Item No. 5

The Securities and Exchange Board of India ("SEBI"), vide its notification dated November 9, 2021, has notified SEBI (Listing Obligations and Disclosure Requirements) (Sixth Amendment) Regulations, 2021 ("Amendments") introducing amendments to the provisions pertaining to the Related Party Transactions under the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"). The aforesaid amendments *inter-alia* included replacing of current threshold i.e. 10% (ten percent) of the listed entity's consolidated turnover, for determination of material Related Party Transactions requiring prior Shareholders' approval with the threshold of lower of ₹1,000 crore (Rupees One thousand crore) or 10% (ten percent) of the annual consolidated turnover of the listed entity as per the last audited financial statements of the listed entity. Accordingly, the threshold for determination of material Related Party Transactions under Regulation 23(1) of the SEBI Listing Regulations has been reduced with effect from April 1, 2022.

Tata Consultancy Services Limited ("the Company" or "TCS"), being a globally recognised provider of IT services, participates in the digitisation initiatives of entities within Tata group and partners in respective entities' growth and transformation journeys. During the course of rendering such services, the Company also leverages niche skills, capabilities and resources of entities within the “Tata Group”. The transactions that the Company has had with its related parties for the last three years is given below:

Year ended March 31, 2022 **(₹ crore)**

Transactions	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates/joint ventures of Tata Sons Private Limited and their subsidiaries	Total
IT/ITE services rendered	40	1,164	854	2,149	4,207
Other income	-	1	-	-	1
Procurement of goods and services	-	345	549	306	1,200
Brand equity contribution	100	-	-	-	100
Non IT/ITE services availed	1	-	19	45	65
Lease rental	-	-	86	11	97

Year ended March 31, 2021 **(₹ crore)**

Transactions	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates/joint ventures of Tata Sons Private Limited and their subsidiaries	Total
IT/ITE services rendered	35	1,104	670	1,673	3,482
Other income	-	1	-	-	1
Procurement of goods and services	1	268	668	222	1,159
Brand equity contribution	100	-	-	-	100
Non IT/ITE services availed	-	-	17	42	59
Lease rental	1	-	49	32	82

Year ended March 31, 2020 **(₹ crore)**

Transactions	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates/joint ventures of Tata Sons Private Limited and their Subsidiaries	Total
IT/ITE services rendered	31	1,069	488	1,780	3,368
Procurement of goods and services	1	222	923	404	1,550
Brand equity contribution	100	-	-	-	100
Non IT/ITE services availed	-	-	2	1	3
Lease rental	2	-	90	4	96

In view of the changes in the threshold for determining the related party transactions that require prior shareholder approval and considering the fact that the list of related parties will change dynamically with no action on the part of the Company and to facilitate seamless contracting and rendering/availing of product and services between the Company and "related parties", the Company seeks the approval of the shareholders to approve entering into contracts/arrangements within the thresholds and conditions mentioned in the resolution. All the contracts/arrangements and the transactions with "related parties" are reviewed and approved by the Audit Committee. Further, the transactions that require testing of arm's length pricing are certified by our Statutory Auditors for being at arm's length.

The details of transactions that require approval are given below:

1. Tata Sons Private Limited and/or its Subsidiaries

Sr. No.	Description	Particulars
1.	Name of the related party	Tata Sons Private Limited and/or its subsidiaries (please refer to Annexure B for list of subsidiaries)
2.	Nature of relationship *[including nature of its interest (financial or otherwise)]*	Holding Company – Tata Sons Private limited and its subsidiaries which are covered under Section 2(76) of the Act.
3.	Type of the proposed transaction	(a) Rendering of IT/ITE Services including IT, Infrastructure, Cloud, IOT and Digital Engineering, Digital Transformation, Analytics, Cyber Security, and such related areas (b) Supply of hardware and software, (c) reimbursement of expenses relating to IT Infrastructure services (d) Procurement of goods, services, sponsorship, etc. (e) Leasing of property (f) Any transfer of resources, services or obligations to meet its objectives/requirements
4.	Nature, duration/tenure, material terms, monetary value and particulars of contract/arrangement	Transactions in the normal course of business with terms and conditions that are generally prevalent in the industry segments that the Company operates in. Monetary value of transactions with a single related party subject to a maximum of 1.3 percent of the consolidated turnover of the Company per annum through contracts/arrangements which are entered for a duration upto 5 years and a cumulative threshold of 5.2 percent of the consolidated turnover of the Company across all related parties per annum.
5.	Particulars of the proposed transaction	Same as 3
6.	Tenure of the transaction	Contracts/arrangements with a duration upto 5 years
7.	Value of the proposed transaction	1.3 percent of the consolidated turnover of the Company per annum with a single related party subject to a cumulative threshold of 5.2 percent of the consolidated turnover of the Company per annum across all related parties in this category
8.	Percentage of TCS's annual consolidated turnover, for the immediately preceding financial year, that is represented by the value of the proposed transaction	1.3 percent of the consolidated turnover of the Company with single related party 5.2 percent of the consolidated turnover of the Company across all related parties

Sr. No.	Description	Particulars
9.	Benefits of the proposed transaction	The Company, being a globally recognised provider of IT services participates in the digitisation initiatives of entities within Tata group and partners in respective entities' growth and transformation journeys. During the course of rendering such services, the Company also leverages niche skills, capabilities and resources of entities within the group. These transactions aim at providing enhanced level of user experience to the end-consumers of Tata group and provide the entities within the group cutting edge technologies to sustain and grow their business.
10.	Details of the valuation report or external party report *(if any)* enclosed with the Notice	All contracts with related party defined as per Section 2(76) of the Act are reviewed for arm's length testing internally and by Statutory Auditors.
11.	Name of the Director or Key Managerial Personnel, who is related	N Chandrasekaran, N Ganapathy Subramaniam and Aarthi Subramanian
12.	Following additional disclosures to be made in case loans, inter-corporate deposits, advances or investments made or given	
A	Source of funds	NA
B	In case any financial indebtedness is incurred to make or give loans, intercorporate deposits, advances or investment: • Nature of indebtedness • cost of funds and • tenure of the indebtedness	NA
C	Terms of the loan, inter-corporate deposits, advances or investment made or given *(including covenants, tenure, interest rate and repayment schedule, whether secured or unsecured; if secured, the nature of security)*	NA

2. Tata Motors Limited, Jaguar Land Rover Limited and/or its subsidiaries

Sr. No.	Description	Particulars
1.	Name of the related party	Tata Motors Limited, Jaguar Land Rover Limited and/or its subsidiaries (please refer to Annexure B for list of subsidiaries)
2.	Nature of relationship *[including nature of its interest (financial or otherwise)]*	Tata Motors Limited is an associate of Tata Sons Private Limited, Jaguar Land Rover Limited is a subsidiary of Tata Motors Limited and hence related party as per SEBI Listing Regulations.
3.	Type of the proposed transaction	(a) Rendering of IT/ITE Services including IT, Infrastructure, Cloud, IOT and Digital Engineering, Digital Transformation, Analytics, Cyber Security, and such related areas (b) Supply of hardware and software, (c) reimbursement of expenses relating to IT Infrastructure services (d) Procurement of goods, services, sponsorship, etc (e) Any transfer of resources, services or obligations to meet its objectives/requirements
4.	Nature, duration/tenure, material terms, monetary value and particulars of contract/arrangement	Transactions in the normal course of business with terms and conditions that are generally prevalent in the industry segments that the Company operates in. Monetary value of transactions with a single related party subject to a maximum of 1.3 percent of the consolidated turnover of the Company per annum through contracts/arrangements which are entered for a duration upto 5 years and a cumulative threshold of 2.6 percent of the consolidated turnover of the Company across all related parties per annum.
5.	Particulars of the proposed transaction	Same as 3
6.	Tenure of the transaction	Contracts/arrangements with a duration upto 5 years
7.	Value of the proposed transaction	1.3 percent of the consolidated turnover of the Company per annum with a single related party subject to a cumulative threshold of 2.6 percent of the consolidated turnover of the Company per annum across all related parties
8.	Percentage of TCS's annual consolidated turnover, for the immediately preceding financial year, that is represented by the value of the proposed transaction.	1.3 percent of the consolidated turnover of the Company with single related party 2.6 percent of the consolidated turnover of the Company across all related parties

Sr. No.	Description	Particulars
9.	Benefits of the proposed transaction	The Company, being a globally recognised provider of IT services participates in the digitisation initiatives of entities within Tata group and partners in respective entities' growth and transformation journeys. During the course of rendering such services, the Company also leverages niche skills, capabilities and resources of entities within the group. These transactions aim at providing enhanced level of user experience to the end-consumers of Tata group and provide the entities within the group cutting edge technologies to sustain and grow their business.
10.	Details of the valuation report or external party report *(if any)* enclosed with the Notice	Company's governance policies with respect to negotiation with third parties are followed for all contracts/ arrangements with related party as defined under SEBI Listing Regulations. These contracts/arrangements are approved by the Audit Committee on quarterly basis
11.	Name of the Director or Key Managerial Personnel, who is related	N Chandrasekaran, N Ganapathy Subramaniam, Hanne Sorensen and O P Bhatt
12.	Following additional disclosures to be made in case loans, inter-corporate deposits, advances or investments made or given	
A	Source of funds	NA
B	In case any financial indebtedness is incurred to make or give loans, intercorporate deposits, advances or investment: • Nature of indebtedness • cost of funds and • tenure of the indebtedness	NA
C	Terms of the loan, inter-corporate deposits, advances or investment made or given *(including covenants, tenure, interest rate and repayment schedule, whether secured or unsecured; if secured, the nature of security)*	NA

3. Subsidiaries of the Company (other than wholly owned subsidiaries)

Sr. No.	Description	Particulars
1.	Name of the related party	Subsidiaries of the Company (other than wholly owned subsidiaries) (please refer to Annexure B for list of subsidiaries)
2.	Nature of relationship *[including nature of its interest (financial or otherwise)]*	Subsidiaries of the Company which are covered under Section 2(76) of Companies Act, 2013
3.	Type of the proposed transaction	(a) Rendering of IT/ITE Services including IT, Infrastructure, Cloud, IOT and Digital Engineering, Digital Transformation, Analytics, Cyber Security, and such related areas (b) Supply of hardware and software, (c) reimbursement of expenses relating to IT Infrastructure services (d) Procurement of goods, services, sponsorship, etc (e) Leasing of property (f) Any transfer of resources, services or obligations to meet its objectives/requirements
4.	Nature, duration/tenure, material terms, monetary value and particulars of contract/arrangement	Transactions in the normal course of business with terms and conditions that are generally prevalent in the industry segments that the Company operates in. Monetary value of transactions with a single related party subject to a maximum of 1.3 percent of the consolidated turnover of the Company per annum through contracts/arrangements which are entered for a duration upto 5 years and a cumulative threshold of 2.6 percent of the consolidated turnover of the Company across all related parties per annum.
5.	Particulars of the proposed transaction	Same as 3
6.	Tenure of the transaction	Contracts/arrangements with a duration upto 5 years
7.	Value of the proposed transaction	1.3 percent of the consolidated turnover of the Company per annum with a single related party subject to a cumulative threshold of 2.6 percent of the consolidated turnover of the Company per annum across all related parties
8.	Percentage of TCS's annual consolidated turnover, for the immediately preceding financial year, that is represented by the value of the proposed transaction. *(and for a related party transaction involving a subsidiary, such percentage calculated on the basis of the subsidiary's annual turnover on a standalone basis shall be additionally provided)*	2.6 percent of the annual consolidated turnover of the Company and upto 50 percent of respective subsidiary turnover

Sr. No.	Description	Particulars
9.	Benefits of the proposed transaction	As per global network delivery model of TCS, the subsidiaries operating in respective countries enters into the contracts from customers and outsource the service delivery to the parent company TCS. Solutions framework along with trained domain experts of TCS ensure delivery of high quality and certainty to the end customers at respective countries.
10.	Details of the valuation report or external party report *(if any)* enclosed with the Notice	All contracts with related party defined as per Section 2(76) of the Act are reviewed for arm's length testing by the Compliance team and Statutory Auditors
11.	Name of the Director or Key Managerial Personnel, who is related	Person/s holding position of Chief Executive Officer and Managing Director and/or Executive Director and/or Chief Operating Officer
12.	Following additional disclosures to be made in case loans, inter-corporate deposits, advances or investments made or given	
A	Source of funds	NA
B	In case any financial indebtedness is incurred to make or give loans, intercorporate deposits, advances or investment: • Nature of indebtedness • cost of funds and • tenure of the indebtedness	NA
C	Terms of the loan, inter-corporate deposits, advances or investment made or given *(including covenants, tenure, interest rate and repayment schedule, whether secured or unsecured; if secured, the nature of security)*	NA

None of the Directors or Key Managerial Personnel of the Company or its respective relatives, other than as mentioned above, is concerned or interested, in the resolution.

The said transaction(s)/contract(s)/arrangement(s) have been recommended by the Audit Committee and Board of Directors of the Company for consideration and approval by the Members.

It is pertinent to note that no related party shall vote to approve this Resolution whether the entity is a related party to the particular transaction or not.

Item No. 6

As per the provisions of Section 94 of the Act, approval of the Members by way of a special resolution is required for the Company to have its Register and Index of Members, the Register and Index of Debentureholders, if any, copies of all Annual Returns prepared under Section 92 of the Act, together with the copies of the certificates and documents required to be annexed thereto, to be kept at a place other than the Company's Registered Office, but within the same city, town or village where the Registered Office of the Company is situated.

The Members of the Company at its twelfth Annual General Meeting held on June 29, 2007, had approved the Register of Members and other returns/documents, etc. to be kept at the premises of TSR Consultants Private Limited ("TCPL") (formerly known as TSR Darashaw Consultants Private Limited), the Registrar and Transfer Agent ("RTA") of the Company at 6-10 Haji Moosa Patrawala Industrial Estate, 20, Dr. E. Moses Road, Mahalaxmi, Mumbai-400 011.

Owing to the shifting of the registered office of TCPL, approval of the Members is sought by way of a Special Resolution for keeping the aforesaid documents at the Office of the Company's Registrar and Share Transfer Agents and/or at the other places mentioned in the Resolution.

The Board recommends the resolution as set out at Item No. 6 of the accompanying Notice for the approval of the Members of the Company by way of a Special Resolution.

None of the Directors or Key Managerial Personnel of the Company or their relatives is, in any way, concerned or interested, in the Resolution set out at Item No. 6 of the Notice.

Details of Directors seeking re-appointment at the Annual General Meeting

Particulars	N Ganapathy Subramaniam
DIN	07006215
Date of Birth and Age	May 20, 1959 (62 years)
Date of Appointment	February 21, 2017
Qualifications	Master's Degree in Mathematics
Expertise in specific functional areas	Wide experience in Information Technology
Directorships held in other companies	Tata Elxsi Limited TCS Foundation Tata Communications Limited Tejas Networks Limited
Memberships/Chairmanships of committees of other companies	Tata Elxsi Limited • Nomination and Remuneration Committee • Executive Committee* • Risk Management Committee
Number of Equity Shares held in the Company	197,760 Equity Shares

*Chairman

For other details such as number of meetings of the board attended during the year, remuneration drawn and relationship with other directors and key managerial personnel, in respect of the above Director, please refer to the corporate governance report which is a part of this report.

Annexure B

List of subsidiaries of Tata Sons Private Limited as on March 31, 2022 (Excluding Tata Consultancy Services Limited and its Subsidiaries)

Sr. No.	Name
1	Ewart Investments Limited
2	Tata Limited
3	Tata AIA Life Insurance Company Limited
4	Tata AIG General Insurance Company Limited
5	Indian Rotorcraft Limited
6	Panatone Finvest Limited
7	Akashastha Technologies Private Limited
8	Tejas Networks Limited
9	Tejas Communication Pte Limited
10	Tejas Communications (Nigeria) Limited
11	TS Investments Limited
12	Tata SIA Airlines Limited
13	Tata Incorporated
14	Tata Investment Corporation Limited
15	Simto Investment Company Limited
16	Tata Asset Management Private Limited (formerly Tata Asset Management Limited)
17	Tata Asset Management (Mauritius) Private Limited
18	Tata Pension Management Limited
19	Tata Consulting Engineers Limited
20	Ecofirst Services Limited

Sr. No.	Name
21	TCE QSTP-LLC
22	Tata Engineering Consultants Saudi Arabia Company
23	Tata International AG, Zug
24	TRIF Investment Management Limited
25	Tata Advanced Systems Limited
26	Aurora Integrated Systems Private Limited
27	Nova Integrated Systems Limited
28	TASL Aerostructures Private Limited
29	Tata Capital Limited
30	Tata Capital Advisors Pte. Limited
31	Tata Capital Financial Services Limited
32	Tata Capital General Partners LLP
33	Tata Capital Growth Fund I
34	Tata Capital Healthcare General Partners LLP
35	Tata Capital Housing Finance Limited
36	Tata Capital Plc
37	Tata Capital Pte. Limited
38	Tata Cleantech Capital Limited
39	Tata Opportunities General Partners LLP
40	Tata Securities Limited
41	Tata Capital Special Situation Fund

Sr. No.	Name
42	Tata Capital Healthcare Fund I
43	Tata Capital Innovations Fund
44	Tata Capital Growth Fund II
45	TCL Employee Welfare Trust
46	Tata Capital Growth II General Partners LLP
47	Tata Capital Healthcare Fund II
48	Tata Capital Healthcare II General Partners LLP
49	Tata Housing Development Company Limited
50	Apex Realty Private Limited
51	Concept Developers & Leasing Limited (formerly Concept Marketing and Advertising Limited)
52	HL Promoters Private Limited
53	HLT Residency Private Limited
54	Kolkata-One Excelton Private Limited
55	Kriday Realty Private Limited
56	Sector 113 Gatevida Developers Private Limited (formerly Lemon Tree Land & Developers Private Limited)
57	One-Colombo Project (Private) Limited
58	Promont Hillside Private Limited
59	Promont Hilltop Private Limited
60	Smart Value Homes (Boisar) Private Limited (formerly Niyati Sales Private Limited)
61	Smart Value Homes (Peenya Project) Private Limited (formerly Smart Value Homes (Boisar Project) Private Limited)

Sr. No.	Name
62	Tata Value Homes Limited (formerly Smart Value Homes Limited)
63	THDC Management Services Limited (formerly THDC Facility Management Limited)
64	World-One (Sri Lanka) Projects Pte. Limited
65	World-One Development Company Pte. Limited
66	Synergizers Sustainable Foundation
67	Smart Value Homes (New Project) LLP
68	One Bangalore Luxury Projects LLP
69	Ardent Properties Private Limited
70	Princeton Infrastructure Private Limited
71	Land kart Builders Private Limited
72	Tata Realty and Infrastructure Limited
73	Acme Living Solutions Private Limited
74	Arrow Infraestate Private Limited
75	Gurgaon Construct Well Private Limited
76	Gurgaon Realtech Limited
77	HV Farms Private Limited
78	TRIF Gurgaon Housing Projects Private Limited
79	Wellkept Facility Mangement Services Private Limited (formerly TRIL Hospitality Private Limited)
80	TRIL Roads Private Limited
81	TRIL Urban Transport Private Limited
82	TRIL Infopark Limited

Sr. No.	Name
83	Hampi Expressways Private Limited
84	Dharamshala Ropeway Limited
85	International Infrabuild Private Limited
86	Uchit Expressways Private Limited
87	Durg Shivnath Expressways Private Limited (formerly SMS Shivnath Infrastructure Private Limited)
88	Matheran Rope-Way Private Limited
89	MIA Infrastructure Private Limited
90	TRIL Bengaluru Real Estate One Private Limited
91	TRIL Bengaluru Consultants Private Limited (formerly TRIL Bengaluru Real Estate Two Private Limited)
92	TRIL Bengaluru Real Estate Three Private Limited
93	TRIL IT4 Private Limited (formerly Albrecht Builder Private Limited)
94	Infopark Properties Limited
95	Tata Trustee Company Private Limited (formerly Tata Trustee Company Limited)
96	Tata Play Limited (formerly Tata Sky Limited)
97	Actve Digital Services Private Limited
98	Tata Sky Broadband Private Limited (formerly Quickest Broadband Private Limited)
99	TSBB Voice Private Limited
100	Niskalp Infrastructure Services Limited (formerly Niskalp Energy Limited)
101	India Emerging Companies Investment Limited

Sr. No.	Name
102	Inshaallah Investments Limited
103	Tata Industries Limited
104	Qubit Investments Pte. Limited
105	Flisom-AG
106	915 Labs Inc (formerly 915 Labs LLC)
107	Flisom Hungary Kft
108	Tata Autocomp Systems Limited
109	Automotive Stampings and Assemblies Limited
110	Nanjing Tata Autocomp Systems Limited
111	TACO Engineering Services GmbH
112	Changshu Tata AutoComp Systems Limited
113	Tata Toyo Radiator Limited
114	TACO Sasken Automotive Electronics Limited
115	Ryhpez Holding (Sweden) AB
116	TitanX Holding AB
117	TitanX Engine Cooling Inc.
118	TitanX Engine Cooling Kunshan Co. Ltd.
119	TitanX Engine Cooling AB
120	TitanX Refrigeracão de Motores LTDA
121	TitanX Engine Cooling, Poland
122	Tata AutoComp Gotion Green Energy Solutions Private Limited
123	TitanX Engine Cooling SRL

Sr. No.	Name
124	Tata International Limited
125	Blackwood Hodge Zimbabwe (Private) Limited
126	Calsea Footwear Private Limited
127	Monroa Portugal, Comércio E Serviços, Unipessoal LDA
128	Move On Retail Spain, S.L.
129	Pamodzi Hotels Plc
130	Tata Africa (Cote D'Ivoire) SARL
131	Tata Africa Holdings (Ghana) Limited
132	TATA Africa Holdings (Kenya) Limited
133	Tata Africa Holdings (SA) (Proprietary) Limited
134	Tata Africa Holdings (Tanzania) Limited
135	Tata Africa Services (Nigeria) Limited
136	Tata De Mocambique, Limitada
137	Tata Holdings Mocambique Limitada
138	Tata International Metals (Americas) Limited (formerly Tata Steel International (North America) Limited)
139	Tata International Metals (Asia) Limited (formerly Tata Steel International (Hongkong) Limited
140	Tata International Metals (Guangzhou) Limited
141	Tata International Metals (UK) Limited (formerly Tata Steel International (UK) Limited)
142	Tata International Singapore Pte Limited
143	Tata South East Asia (Cambodia) Limited

Sr. No.	Name
144	Tata Uganda Limited
145	Tata West Asia FZE
146	Tata Zambia Limited
147	Tata Zimbabwe (Private) Limited (dormant)
148	TIL Leather Mauritius Limited
149	Tata International West Asia DMCC
150	Motor-Hub East Africa Limited
151	Tata International Vietnam Company Limited
152	Tata International Unitech (Senegal) SARL (formerly Tata Africa (Senegal) S.A.R.L.)
153	Tata International Canada Limited
154	Newshelf 1369 Pty Ltd
155	Alliance Finance Corporation Limited
156	AFCL Ghana Limited
157	AFCL Premium Services Ltd.
158	AFCL Zambia Limited
159	Alliance Leasing Limited
160	Stryder Cycle Private Limited
161	AFCL RSA (Pty) Limited
162	TISPL Trading Company Limited (formerly Tata International Myanmar Limited)
163	Société Financière Décentralisé Alliance Finance Corporation Senegal
164	Tata International DLT Private Limited

Sr. No.	Name
165	Taj Air Limited
166	Impetis Biosciences Limited
167	Tata Teleservices Limited
168	Tata Tele NXTGEN Solutions Limited (formerly MMP Mobi Wallet Payment Systems Limited)
169	NVS Technologies Limited
170	TTL Mobile Private Limited (formerly Virgin Mobile (India) Private Limited)
171	Tata Teleservices (Maharashtra) Limited
172	AirAsia (India) Limited
173	Tata Digital Private Limited (formerly Tata Digital Limited)
174	Tata Payments Limited
175	Supermarket Grocery Supplies Private Limited
176	Innovative Retail Concepts Private Limited
177	Savis Retail Private Limited
178	Delyver Retail Network Private Limited
179	Dailyninja Delivery Services Private Limited
180	Tata 1mg Technologies Private Limited
181	Tata 1mg Healthcare Solutions Private Limited
182	LFS Healthcare Private Limited
183	Infiniti Retail Limited
184	Tata Fintech Private Limited
185	Protraviny Private Limited

Sr. No.	Name
186	Tata Medical and Diagnostics Limited
187	Talace Private Limited
188	Air India Limited
189	Air India Express Limited
190	Tata Electronics Private Limited (formerly TRIL Bengaluru Real Estate Four Private Limited)
191	Vidiyal Residency Private Limited
192	Tata Business Hub Limited
193	Tata Elxsi Limited
194	Tata Communications Limited
195	Tata Communications Transformation Services Limited
196	Tata Communications Collaboration Services Private Limited
197	Tata Communications Payment Solutions Limited
198	Tata Communications Lanka Limited
199	Tata Communications Services (International) Pte. Limited
200	Tata Communications (Bermuda) Limited
201	Tata Communications (Netherlands) B.V.
202	Tata Communications (Hong Kong) Limited
203	ITXC IP Holdings S.A.R.L.
204	Tata Communications (America) Inc.
205	Tata Communications (International) Pte Limited
206	Tata Communications (Canada) Limited
207	TATA COMMUNICATIONS (BELGIUM) SRL (formerly Tata Communications (Belgium) S.P.R.L.)

Sr. No.	Name
208	Tata Communications (Italy) SRL
209	Tata Communications (Portugal) Unipessoal LDA
210	Tata Communications (France) SAS
211	Tata Communications (Nordic) AS
212	Tata Communications (Guam) L.L.C.
213	Tata Communications (Portugal) Instalacao E Manutencao De Redes LDA
214	Tata Communications (Australia) Pty Limited
215	Tata Communications SVCS Pte Ltd (formerly Tata Communications Services (Bermuda) Limited
216	Tata Communications (Poland) SP.Z.O.O.
217	Tata Communications (Japan) KK.
218	Tata Communications (UK) Limited
219	Tata Communications Deutschland GMBH
220	Tata Communications (Middle East) FZ-LLC
221	Tata Communications (Hungary) KFT
222	Tata Communications (Ireland) DAC
223	Tata Communications (Russia) LLC
224	Tata Communications (Switzerland) GmbH
225	Tata Communications (Sweden) AB
226	TCPOP Communication GmbH
227	Tata Communications (Taiwan) Limited
228	Tata Communications (Thailand) Limited

Sr. No.	Name
229	Tata Communications (Malaysia) Sdn. Bhd.
230	Tata Communications Transformation Services South Africa (Pty) Ltd
231	Tata Communications (Spain) S.L.
232	Tata Communications (Beijing) Technology Limited
233	VSNL SNOSPV Pte. Limited
234	Tata Communications (South Korea) Limited
235	Tata Communications Transformation Services (Hungary) Kft.
236	Tata Communications Transformation Services Pte Limited
237	Tata Communications (Brazil) Participacoes Limitada
238	Tata Communications Transformation Services (US) Inc
239	Tata Communications Comunicacoes E Multimídia (Brazil) Limitada
240	Nexus Connexion (SA) Pty Limited
241	SEPCO Communications (Pty) Limited
242	Tata Communications (New Zealand) Limited
243	Tata Communications MOVE B.V.(formerly Teleena Holding B.V.)
244	Tata Communications MOVE Nederland B.V. (formerly Teleena Nederland B.V.)
245	MuCoso B.V. (formerly Tata Communications MuCoso B.V.)
246	NetFoundry Inc.
247	TCTS Senegal Limited
248	OASIS Smart SIM Europe SAS
249	Oasis Smart E-Sim Pte Ltd

List of subsidiaries of Tata Motors Limited as on March 31, 2022

Sr. No.	Name
1	TML Business Services Limited (TMLBSL)
2	Tata Motors Insurance Broking and Advisory Services Limited
3	Tata Hispano Motors Carrocera S.A.
4	Tata Hispano Motors Carrocerries Maghreb SA
5	TMF Holdings Limited
6	TML Holdings Pte. Limited
7	Brabo Robotics and Automation Limited
8	Tata Precision Industries Pte. Limited
9	Tata Technologies Limited
10	Tata Marcopolo Motors Limited
11	JT Special Vehicles Pvt. Limited
12	TML CV Mobility Solutions Limited
13	Tata Passenger Electric Mobility Ltd.
14	Tata Motors Passenger Vehicles Limited (Name changed from TML Business Analytics Services Limited with effect from September 17, 2021)
15	Tata Motors European Technical Centre PLC
16	Trilix S.r.l.
17	Tata Daewoo Commercial Vehicle Company Limited
18	Tata Daewoo Commercial Vehicle Sales and Distribution Company Limited

Sr. No.	Name
19	PT Tata Motors Indonesia
20	PT Tata Motors Distribusi Indonesia
21	Jaguar Land Rover Automotive plc
22	Tata Motors (Thailand) Limited
23	Tata Motors (SA) (Proprietary) Limited
24	Jaguar Land Rover Holdings Limited
25	Limited Liability Company "Jaguar Land Rover" (Russia)
26	Jaguar Land Rover (China) Investment Co. Ltd.
27	Jaguar Land Rover Limited
28	In-Car Ventures Limited
29	Shanghai Jaguar Land Rover Automotive Services Company Limited
30	Jaguar Land Rover Austria GmbH
31	Jaguar Land Rover Japan Limited
32	JLR Nominee Company Limited (dormant)
33	Jaguar Land Rover Deutschland GmbH
34	Jaguar Land Rover Classic Deutschland GmbH
35	Jaguar Land Rover North America LLC
36	Jaguar Land Rover Nederland BV
37	Jaguar Land Rover Portugal-Veículos e Peças, Lda.
38	Jaguar Land Rover Australia Pty Limited
39	Jaguar Land Rover Italia Spa

Sr. No.	Name
40	Jaguar Land Rover Korea Company Limited
41	Jaguar Land Rover Canada ULC
42	Jaguar Land Rover France, SAS
43	Jaguar e Land Rover Brasil Indústria e Comércio de Veículos LTDA
44	Jaguar Land Rover India Limited
45	Jaguar Land Rover Espana SL
46	Jaguar Land Rover Belux NV
47	Jaguar Cars South Africa (Pty) Limited (dormant)
48	Jaguar Cars Limited (dormant)
49	Land Rover Exports Limited (dormant)
50	Land Rover Ireland Limited (non-trading)
51	The Daimler Motor Company Limited (dormant)
52	Daimler Transport Vehicles Limited (dormant)
53	S.S. Cars Limited (dormant)
54	The Lanchester Motor Company Limited (dormant)
55	Jaguar Land Rover Pension Trustees Limited (dormant)
56	Jaguar Land Rover Slovakia s.r.o
57	Jaguar Land Rover Singapore Pte. Ltd.
58	Jaguar Racing Limited
59	Jaguar Land Rover Colombia S.A.S
60	Jaguar Land Rover Ireland (Services) Limited
61	Jaguar Land Rover Taiwan Company Limited

Sr. No.	Name
62	Jaguar Land Rover Servicios México, S.A. de C.V.
63	Jaguar Land Rover México, S.A.P.I. de C.V.
64	Jaguar Land Rover Hungary KFT
65	Jaguar Land Rover Classic USA LLC (dormant)
66	Jaguar Land Rover (South Africa) Holdings Limited
67	Jaguar Land Rover Ventures Limited
68	InMotion Ventures Limited
69	Spark44 (JV) Limited
70	Bowler Motors Limited
71	Jaguar Land Rover (Ningbo) Trading Co. Limited
72	Jaguar Land Rover (South Africa) (Pty) Limited
73	Spark44 Pty. Ltd. (Sydney, Australia)
74	Spark44 GmbH (Frankfurt, Germany)
75	Spark44 LLC (NYC, USA)
76	Spark44 Shanghai Limited (Shanghai, China)
77	Spark44 DMCC (Dubai, UAE)
78	Spark44 Demand Creation Partners Private Limited (Mumbai, India)
79	Spark44 Limited (London & Birmingham, UK)
80	Spark44 Singapore Pte. Ltd. (Singapore)
81	Spark44 Communications SL (Madrid, Spain)
82	Spark44 S.r.l. (Rome, Italy)
83	Spark44 Seoul Limited (Korea)

Sr. No.	Name
84	Spark44 Japan K.K. (Tokyo, Japan)
85	Spark44 Canada Inc (Toronto, Canada)
86	Spark44 Pty. Limited (South Africa)
87	Spark44 Colombia S.A.S. (Colombia)
88	Spark44 Taiwan Limited (Taiwan)
89	InMotion Ventures 2 Limited
90	InMotion Ventures 3 Limited
91	Tata Technologies Pte. Limited
92	Tata Technologies (Thailand) Limited
93	Tata Manufacturing Technologies (Shanghai) Co. Limited
94	INCAT International Plc.
95	Tata Technologies GmbH
96	Tata Technologies Europe Limited
97	Tata Technologies Nordics AB
98	Tata Technologies Inc.
99	Tata Technologies de Mexico, S.A. de C.V.
100	Cambric Limited
101	Tata Technologies SRL Romania
102	Tata Motors Finance Solutions Limited
103	Tata Motors Finance Limited

List of subsidiaries of the Company (other than wholly owned subsidiaries) as on March 31, 2022

Sr No.	Name of the Subsidiary
1	APTOnline Limited
2	MP Online Limited
3	C-Edge Technologies Limited
4	MahaOnline Limited
5	Tata Consultancy Services (China) Co., Ltd.
6	Tata Consultancy Services Japan, Ltd.

Directors' Report

To the Members,

The Directors present this Integrated Annual Report of Tata Consultancy Services Limited (the Company or TCS) along with the audited financial statements for the financial year ended March 31, 2022.

To support 'Green initiative', the Abridged Integrated Annual Report has been sent to the Members whose e-mail ids are not registered with the Company / Depositories.

The consolidated performance of the Company and its subsidiaries has been referred to wherever required.

1. Financial results

(₹ crore)

	Standalone		Consolidated	
	Financial Year 2021-22 (FY 2022)	Financial Year 2020-21 (FY 2021)	Financial Year 2021-22 (FY 2022)	Financial Year 2020-21 (FY 2021)
Revenue from operations	1,60,341	1,35,963	1,91,754	1,64,177
Other income	7,486	5,400	4,018	3,134
Total income	**1,67,827**	**1,41,363**	**1,95,772**	**1,67,311**
Expenses				
Operating expenditure	1,14,096	95,653	1,38,697	1,17,631
Depreciation and amortisation expense	3,522	3,053	4,604	4,065
Total expenses	**1,17,618**	**98,706**	**1,43,301**	**1,21,696**
Profit before finance costs, exceptional item and tax	50,209	42,657	52,471	45,615
Finance costs	486	537	784	637
Profit before exceptional item and tax	**49,723**	**42,120**	**51,687**	**44,978**
Exceptional item				
Provision towards legal claim	-	1,218	-	1,218
Profit before tax	**49,723**	**40,902**	**51,687**	**43,760**
Tax expense	11,536	9,942	13,238	11,198
Profit for the year	**38,187**	**30,960**	**38,449**	**32,562**
Attributable to:				
Shareholders of the Company	38,187	30,960	38,327	32,430
Non-controlling interests	NA	NA	122	132
Opening balance of retained earnings	**70,928**	**71,532**	**79,586**	**78,810**
Closing balance of retained earnings	**68,949**	**70,928**	**78,158**	**79,586**

2. COVID-19

The COVID-19 pandemic, continued to be a global challenge, creating disruption across the world. In the first three months of FY 2022, the second wave of the pandemic overwhelmed India's medical infrastructure. Through this trying period, hospitalization support was provided and Covid care centers were opened in TCS facilities in 13 cities to help affected associates and their families. This was in addition to the medical helplines, self-help and counseling services provided from the start of the pandemic.

Amid the pandemic, the Company launched a PAN-India vaccination drive for its employees and their families to ensure the safety and well-being of the associates and their families covering over a million individuals in all, across all the TCS locations and smaller cities from where some of the employees were remote-working.

3. Return of surplus funds to Shareholders

In line with the practice of returning 80 to 100 percent free cash flow to shareholders and based on the Company's performance, the Directors have declared three interim dividends of ₹7 per equity share aggregating to ₹21 per equity share involving a cash outflow of ₹7,768 crore during the year. The Directors have also recommended a final dividend of ₹22 per equity share, the final dividend on equity shares, if approved by the Members, would involve a cash outflow of ₹8,050 crore. The total dividend for FY 2022 amounts to ₹43 per equity share and would involve a total cash outflow of ₹15,818 crore, resulting in a dividend payout of 41.4 percent of the standalone profits of the Company.

In addition to the above, the Company bought back 4,00,00,000 equity shares at a price of ₹4,500 per equity share for an aggregate consideration of ₹18,000 crore. The offer size of the buyback was 21.03 percent and 19.06 percent of the aggregate fully paid-up equity share capital and free reserves as per audited condensed standalone interim financial statements and audited condensed consolidated interim financial statements of the Company as at December 31, 2021, respectively.
The buyback represented 1.08 percent of the total issued and paid-up equity share capital of the Company as at December 31, 2021.
The settlement of bids and payment of buyback consideration was made on March 28, 2022 and the shares were extinguished on March 29, 2022.

The shareholders' payout with respect to dividend and buyback including tax on buyback (excluding transaction costs, other incidental and related expenses) aggregated to ₹38,010 crore, resulting in a payout of 99.5 percent of the standalone profits of the Company.

For FY 2021, the Company paid a total dividend of ₹38 per equity share, which resulted in an outflow of ₹14,147 crore and a dividend payout of 44.3 percent* of the standalone profits of the Company. In addition to the above, the Company bought back 5,33,33,333 equity shares at a price of ₹3,000 per equity share for an aggregate consideration of ₹16,000 crore. The offer size of the buyback was 19.96 percent and 18.11 percent of the aggregate paid-up equity share capital and free reserves as per audited condensed standalone interim financial statements and audited condensed consolidated interim financial statements of the Company as at September 30, 2020, respectively.
The buyback represented 1.42 percent of the total issued and paid-up equity share capital of the Company. The buyback process was completed and the shares were extinguished on January 6, 2021.

The Dividend Distribution Policy, in terms of Regulation 43A of the Securities and Exchange Board of India (Listing Obligations

*Excluding provision towards legal claim.

and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations") is available on the Company's website at https://on.tcs.com/Dividend.

4. Transfer to reserves

The closing balance of the retained earnings of the Company for FY 2022, after all appropriations and adjustments was ₹68,949 crore.

5. Company's performance

On a consolidated basis, the revenue for FY 2022 was ₹1,91,754 crore, higher by 16.8 percent over the previous year's revenue of ₹1,64,177 crore. The profit after tax ("PAT") attributable to shareholders and non-controlling interests for FY 2022 and FY 2021 was ₹38,449 crore and ₹33,520 crore*, respectively. The PAT attributable to shareholders for FY 2022 was ₹38,327 crore* registering a growth of 14.8 percent over the PAT of ₹33,388 crore* in FY 2021.

On a standalone basis, the revenue for FY 2022 was ₹1,60,341 crore, higher by 17.9 percent over the previous year's revenue of ₹1,35,963 crore. The PAT attributable to shareholders in FY 2022 was ₹38,187 crore registering a growth of 19.6 percent over the PAT of ₹31,918 crore* in FY 2021.

*Excluding provision towards legal claim.

6. Quality initiatives

The Company continues to sustain its commitment to the highest levels of quality, superior service management, robust information security practices and mature business continuity management.

TCS' integrated Quality Management System (iQMS™) continues to enable outstanding value and experience to its customers. iQMS™ is continually enhanced for new service offerings, emerging delivery methodologies, industry best practices and latest technologies.

TCS successfully completed the annual ISO surveillance audit and has been recommended for continuation of its enterprise-wide certification. This year, TCS has expanded the scope of enterprise certification to include conformance to Privacy Information Management Systems Standard (ISO 27701:2019). TCS's enterprise ISO certification scope includes conformance to the following globally recognized standards: ISO 9001:2015 (Quality Management), ISO 20000:2018 (IT Service Management), ISO 22301:2019 (Business Continuity Management), ISO 27001:2013 (Information Security Management) and compliance to ISO 27017:2015 (Information Security Controls for Cloud Services), ISO 27018:2019 (Protection of PII in Public Clouds as PII Processors) and ISO 27701:2019 (Privacy Information Management Systems).

During second wave of the pandemic, the Company was actively monitoring all customer engagements across the globe to minimize risks and ensure continuity of services. This was achieved through daily tracking, digitized multi-level dashboards and differentiated governance of critical engagements.

The customer-centricity, rigor in operations and focus on delivery excellence have resulted in sustained high customer satisfaction levels in the periodic surveys conducted by the Company. This is validated by top rankings in third party surveys as well. In these surveys, TCS achieved the top position in customer satisfaction for the ninth consecutive year, with an overall satisfaction score of 84 percent compared to the industry average of 75 percent.

TCS has also received multiple awards from CII and National Institute for Quality and Reliability this year. TCS won the Data Security Council of India (DSCI) Excellence Award 2021 in two categories - Best Privacy Practices in Organization and Best Security Practices in IT-ITes/ BPM (Large).

7. Subsidiary companies

The Company has 52 subsidiaries as on March 31, 2022. There are no associates or joint venture companies within the meaning of Section 2(6) of the Companies Act, 2013 ("Act"). There has been no material change in the nature of the business of the subsidiaries.

- The name of W12 Studios Limited was changed to Tata Consultancy Services UK Limited w.e.f. May 24, 2021.
- On May 26, 2021, Tata Consultancy Services Netherlands B.V., a 100 percent subsidiary of the Company, increased its equity stake to 100 percent in Tata Consultancy Services Saudi Arabia on acquisition of Saudi Desert Rose Holding B.V.
- Tata Consultancy Services Ireland Limited, a 100 percent subsidiary of the Company, incorporated a wholly owned subsidiary, Tata Consultancy Services Bulgaria EOOD in Bulgaria on August 31, 2021.
- TCS Iberoamerica SA, a 100 percent subsidiary of the Company, incorporated a subsidiary, Tata Consultancy Services Guatemala, S.A. in Guatemala on September 1, 2021.
- The name of Postbank Systems AG changed to TCS Technology Solutions AG w.e.f. December 27, 2021.
- TCS e-Serve America, Inc. was liquidated w.e.f. December 29, 2021.

Pursuant to the provisions of Section 129(3) of the Act, a statement containing the salient features of financial statements of the Company's subsidiaries in Form No. AOC-1 is attached to the financial statements of the Company.

Further, pursuant to the provisions of Section 136 of the Act, the financial statements of the Company, consolidated financial statements along with relevant documents and separate audited financial statements in respect of subsidiaries, are available on the Company's website at https://www.tcs.com/investor-relations.

8. Directors' responsibility statement

Pursuant to Section 134(5) of the Act, the Board of Directors, to the best of its knowledge and ability, confirm that:

i. in the preparation of the annual accounts, the applicable accounting standards have been followed and there are no material departures;

ii. they have selected such accounting policies and applied them consistently and made judgments and estimates that are reasonable and prudent so as to give a true and fair view of the state of affairs of the Company at the end of the financial year and of the profit of the Company for that period;

iii. they have taken proper and sufficient care for the maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of the Company and for preventing and detecting fraud and other irregularities;

iv. they have prepared the annual accounts on a going concern basis;

v. they have laid down internal financial controls to be followed by the Company and such internal financial controls are adequate and operating effectively;

vi. they have devised proper systems to ensure compliance with the provisions of all applicable laws and that such systems are adequate and operating effectively.

Based on the framework of internal financial controls and compliance systems established and maintained by the Company, the work performed by the internal, statutory and secretarial auditors and external consultants, including the audit of internal financial controls over financial reporting by the statutory auditors and the reviews performed by management and the relevant board committees, including the audit committee, the Board is of the opinion that the Company's internal financial controls were adequate and effective during FY 2022.

9. Directors and key managerial personnel

The Board of Directors at its meeting held on October 8, 2021, subject to approval of the shareholders, approved the re-appointment of Rajesh Gopinathan (DIN 06365813) as the Chief Executive Officer and Managing Director of the Company for a further period of five years from February 21, 2022 and re-appointment of N Ganapathy Subramaniam (DIN 07006215) as Chief Operating Officer and Executive Director from February 21, 2022 to May 19, 2024, as per the retirement age policy for the Directors of the Company.

N Ganapathy Subramaniam (DIN 07006215) retires by rotation and being eligible, offers himself for re-appointment. A resolution seeking shareholders' approval for his re-appointment along with other required details forms part of the Notice.

Pursuant to the provisions of Section 149 of the Act, the independent directors have submitted declarations that each of them meet the criteria of independence as provided in Section 149(6) of the Act along with Rules framed thereunder and Regulation 16(1)(b) of the SEBI Listing Regulations. There has been no change in the circumstances affecting their status as independent directors of the Company.

During the year under review, the non-executive directors of the Company had no pecuniary relationship or transactions with the Company, other than sitting fees, commission and reimbursement of expenses, if any.

Samir Seksaria took over as the Chief Financial Officer, with effect from May 1, 2021, in place of V Ramakrishnan, who retired from the services of the Company w.e.f. April 30, 2021. Samir Seksaria has been with TCS since 1999 and has held various positions in business consulting and finance. He is a commerce graduate from Narsee Monjee College, Mumbai and a member of the Institute of Chartered Accountants of India.

During the year under review, the Board at its meeting held on October 8, 2021 appointed Pradeep Manohar Gaitonde as the Company Secretary and Compliance Officer of the Company to take over from Rajendra Moholkar as Company Secretary and Compliance Officer, with effect from November 1, 2021. Pradeep Manohar Gaitonde is a member of the Institute of Company Secretaries of India and the Institute of Chartered Accountants of India. He has degrees in Commerce and General Law. He joined TCS in 2006 and has over thirty years of experience in finance, governance and secretarial functions.

The Board places on record its appreciation for V Ramakrishnan and Rajendra Moholkar for their invaluable contribution and guidance during their tenure as Chief Financial Officer, and Company Secretary and Compliance Officer, respectively.

Pursuant to the provisions of Section 203 of the Act, Rajesh Gopinathan, Chief Executive Officer and Managing Director, N Ganapathy Subramaniam, Chief Operating Officer and Executive Director, Samir Seksaria, Chief Financial Officer and Pradeep Manohar Gaitonde, Company Secretary are the Key Managerial Personnel of the Company as on March 31, 2022.

10. Number of meetings of the Board

Five meetings of the Board were held during the year. For details of meetings of the Board, please refer to the Corporate Governance Report, which is a part of this report.

11. Board evaluation

The Board of Directors has carried out an annual evaluation of its own performance, board committees, and individual directors pursuant to the provisions of the Act and SEBI Listing Regulations.

The performance of the board was evaluated by the Board after seeking inputs from all the directors on the basis of criteria such as the board composition and structure, effectiveness of board processes, information and functioning, etc.

The performance of the committees was evaluated by the Board after seeking inputs from the committee members on the basis of criteria such as the composition of committees, effectiveness of committee meetings, etc.

The above criteria are broadly based on the Guidance Note on Board Evaluation issued by the Securities and Exchange Board of India on January 5, 2017. In a separate meeting of independent directors, performance of non-independent directors, the Board as a whole and Chairman of the Company was evaluated, taking into account the views of executive directors and non-executive directors.

The Board and the Nomination and Remuneration Committee reviewed the performance of individual directors on the basis of criteria such as the contribution of the individual director to the board and committee meetings like preparedness on the issues to be discussed, meaningful and constructive contribution and inputs in meetings, etc.

At the board meeting that followed the meeting of the independent directors and meeting of Nomination and Remuneration Committee, the performance of the Board, its Committees, and individual directors was also discussed. Performance evaluation of independent directors was done by the entire Board, excluding the independent director being evaluated.

12. Policy on directors' appointment and remuneration and other details

The Company's policy on appointment of directors is available on the Company's website at https://on.tcs.com/ApptDirectors.

The policy on remuneration and other matters provided in Section 178(3) of the Act has been disclosed in the Corporate Governance Report, which is a part of this report and is also available on the Company's website at https://on.tcs.com/remuneration-policy.

13. Corporate social responsibility (CSR)

TCS' CSR initiatives and activities are aligned to the requirements of Section 135 of the Act. The brief outline of the CSR policy of the Company and the initiatives undertaken by the Company on CSR activities during the year are set out in **Annexure I** of this report in the format prescribed in the Companies (Corporate Social Responsibility Policy) Rules, 2014.

For other details regarding the CSR Committee, please refer to the Corporate Governance Report, which is a part of this report. This Policy is available on the Company's website at https://on.tcs.com/Global-CSR-Policy

14. Internal financial control systems and their adequacy

The details in respect of internal financial control and their adequacy are included in the Management Discussion and Analysis, which is a part of this report.

15. Audit committee

The details pertaining to the composition of the Audit Committee are included in the Corporate Governance Report, which is a part of this report.

16. Auditors

B S R & Co. LLP, Chartered Accountants (Firm Registration No.101248W/W-100022) the statutory auditors of the Company, will hold office till the conclusion of the twenty-seventh Annual General Meeting of the Company. The Board has recommended the re-appointment of B S R & Co. LLP, Chartered Accountants as the statutory auditors of the Company, for a second term of five consecutive years, from the conclusion of the twenty-seventh Annual General Meeting scheduled to be held in the year 2022 till the conclusion of the thirty-second Annual General Meeting to be held in the year 2027, for approval of shareholders of the Company, based on the recommendation of the Audit Committee.

17. Auditor's report and Secretarial audit report

The statutory auditor's report and the secretarial auditor's report do not contain any qualifications, reservations, or adverse remarks or disclaimer. Secretarial audit report is attached to this report as **Annexure II**.

18. Risk management

The Board of Directors of the Company has formed a Risk Management Committee to frame, implement and monitor the risk management plan for the Company.

The Committee is responsible for monitoring and reviewing the risk management plan and ensuring its effectiveness. The Audit Committee has additional oversight in the area of financial risks and controls. The major risks identified by the businesses and functions are systematically addressed through mitigating actions on a continuing basis. The development and implementation of risk management policy has been covered in the Management Discussion and Analysis, which forms part of this report.

19. Vigil Mechanism

The Company has a Whistle Blower Policy and has established the necessary vigil mechanism for directors and employees in conformation with Section 177(9) of the Act and Regulation 22 of SEBI Listing Regulations, to report concerns about unethical behavior. This Policy is available on the Company's website at https://on.tcs.com/WhistleBP.

20. Particulars of loans, guarantees and investments

The particulars of loans, guarantees and investments as per Section 186 of the Act by the Company, have been disclosed in the financial statements.

21. Transactions with related parties

None of the transactions with related parties fall under the scope of Section 188(1) of the Act. Accordingly, the disclosure of related party transactions as required under Section 134(3)(h) of the Act in Form AOC-2 is not applicable to the Company for FY 2022 and hence does not form part of this report.

Pursuant to SEBI Listing Regulations, the resolution for seeking approval of the shareholders on material related party transactions is being placed at the AGM.

22. Annual Return

Pursuant to Section 92(3) read with Section 134(3)(a) of the Act, the Annual Return as on March 31, 2022 is available on the Company's website at https://on.tcs.com/annual-return-21-22.

23. Particulars of employees

The information under Section 197 of the Act read with Rule 5 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014:

a. The ratio of the remuneration of each director to the median remuneration of the employees of the Company and percentage increase in remuneration of each Director, Chief Executive Officer, Chief Financial Officer and Company Secretary in the financial year:

Name	Ratio to median remuneration	% increase in remuneration in the financial year
Non-executive Directors:		
N Chandrasekaran*	-	-
O P Bhatt	38.49	8.70
Aarthi Subramanian#	-	-
Dr Pradeep Kumar Khosla	34.64	21.62
Hanne Sorensen	34.64	21.62
Keki Mistry	38.49	25.00
Don Callahan	34.64	12.50
Executive Directors:		
Rajesh Gopinathan	396.67	26.52
N Ganapathy Subramaniam	318.52	28.47
Chief Financial Officer		
Samir Seksaria##	-	$
V Ramakrishnan###	-	$
Company Secretary		
Pradeep Manohar Gaitonde@	-	$
Rajendra Moholkar@@	-	$

* As a policy, N Chandrasekaran, Chairman, has abstained from receiving commission from the Company and hence not stated.

\# In line with the internal guidelines of the Company, no payment is made towards commission to the Non-Executive Directors of the Company, who are in full time employment with any other Tata Company and hence not stated.

Appointed as Chief Financial Officer w.e.f. May 1, 2021.

Relinquished the office of Chief Financial Officer w.e.f. April 30, 2021.

@ Appointed as Company Secretary and Compliance Officer w.e.f. November 1, 2021.

@@ Relinquished the office of Company Secretary and Compliance Officer w.e.f. October 31, 2021

$ Since the remuneration is only for part of the year, the percentage increase in remuneration is not comparable and hence, not stated.

b. The percentage increase in the median remuneration of employees in the financial year is 4.24 percent

c. The number of permanent employees on the rolls of Company are 5,92,195

d. The average annual increase was in the range of 5-8 percent in India. However, during the course of the year, the total increase is approximately 10.5 percent, after accounting for promotions and other event based compensation revisions. Employees outside India received a wage increase varying from 1.5 to 6 percent.

The increase in remuneration is in line with the market trends in the respective countries. In order to ensure that remuneration reflects the Company's performance, the performance pay is also linked to organization performance and individual utilization in addition to individual performance.

Increase in the managerial remuneration for the year was 27.38 percent.

e. The Company affirms that the remuneration is as per the remuneration policy of the Company.

f. The statement containing names of top ten employees in terms of remuneration drawn and the particulars of employees as required under Section 197(12) of the Act read with Rule 5(2) and 5(3) of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014, is provided in a separate annexure forming part of this report.

Further, the report and the accounts are being sent to the Members excluding the aforesaid annexure. In terms of Section 136 of the Act, the said annexure is open for inspection and any Member interested in obtaining a copy of the same may write to the Company Secretary.

24. Integrated Report

The Company, has voluntarily provided Integrated Report, which encompasses both financial and non-financial information to enable the Members to take well informed decisions and have a better understanding of the Company's long term perspective. The Report also touches upon aspects such as organisation's strategy, governance framework, performance and prospects of value creation based on the six forms of capital viz. financial capital, manufactured capital, intellectual capital, human capital, social and relationship capital and natural capital.

25. Disclosure requirements

As per SEBI Listing Regulations, the Corporate Governance Report with the Auditors' Certificate thereon, and the integrated Management Discussion and Analysis, the Business Responsibility and Sustainability Report ("BRSR") form part of the Director's Report.

The Company has provided BRSR, in lieu of the Business Responsibility Report which indicates the Company's performance against the principles of the 'National Guidelines on Responsible Business Conduct'. This would enable the Members to have an insight into environmental, social and governance initiatives of the Company.

The Company has devised proper systems to ensure compliance with the provisions of all applicable Secretarial Standards issued by the Institute of Company Secretaries of India and that such systems are adequate and operating effectively.

26. Deposits from public

The Company has not accepted any deposits from public and as such, no amount on account of principal or interest on deposits from public was outstanding as on the date of the balance sheet.

27. Conservation of energy, technology absorption, foreign exchange earnings and outgo

Conservation of energy

The Company is committed towards conservation of energy and climate action which is reaffirmed in its Environmental Sustainability Policy (https://on.tcs.com/Environmental-Sustainability).

Through the reporting year, initiatives were aligned towards achieving these targets. Having already switched over to LED lights across all offices in 2020, this year the focus was on cooling system and UPS efficiencies. Offices with old/inefficient air conditioners were upgraded to energy efficient and energy star rated cooling systems. Initiatives to optimize the UPS load included UPS resizing and switch over to modular UPS. The data center PUE of 1.65 was achieved for the corporate data centers at Yantra Park and Siruseri. The Company is also incorporating next generation green data center practices with futuristic and modular technologies like modular UPS, cold aisle containment, real time monitoring of temperature and energy consumption.

The Company continued to augment the roof top solar photo voltaic installations this year as well taking the total installed capacity to 10.2 MWp contributing to 3.76 percent of total electricity use in the reporting year. The Company increased the renewable energy procurement through third party power purchase agreement (PPA) for solar energy at TCS Siruseri campus and switch over to green tariff for its operations in the states of Karnataka and Maharashtra. This resulted in an increase in the renewable energy use to 37.2 percent of total electricity use.

The Company has become carbon neutral across Scope 1 and Scope 2 for its operations in Asia Pacific (APAC), Europe and North America (NA) for this reporting year. These efforts helped achieve a year-on-year reduction in absolute carbon footprint reduction (across Scope 1 and Scope 2) across TCS' global operations by 25 percent. The electricity use across India operations reduced by 6.54 percent y-o-y. For global operations, there is an increase in total electricity use (y-o-y) by approx. 2.7 percent due to increased reporting boundary to include operations in NA, APAC, Europe and Middle East and Africa (MEA) regions.

Continued focus on the above initiatives will enable steer the Company towards achieving its carbon target to reduce its absolute Scope 1 + Scope 2 carbon footprint by 70 percent by 2025 over the baseline on 2016 and also to become net zero by 2030.

Technology absorption, adaption and innovation

Research & Development (R&D): Specific areas in which R&D was carried out by the Company

FY 2022 marked the beginning of TCS' fifth decade as a research-focused organization. Activities that strengthened both brands related to R&D are specified here. TCS Research as a brand, highlights the Company's ability to invent with impact, and explore futuristic ideas with the wider academic ecosystem. The TCS Pace™ brand stands for its innovation capability, by which intellectual content is made tangible and experiential to customers.

TCS continues to expand its foundational research in computing and its intersection with the sciences. New areas of research include sensing, digital twins for social systems, efficient and robust AI and deep learning, quantum computing and generative design for materials, manufacturing and life sciences. Work began with cross-functional teams on strategic initiatives such as Future of Software Development and Sustainability. Research on other strategic initiatives continued.

More of TCS' IP based products and platforms were made available natively on hyperscaler cloud platforms. While TCS BaNCS™ suite in financial services, TCS Optumera™ and TCS Omnistore™ in retail, TCS HOBS™ in telecom and TCS ADD™ in life sciences were made available on AWS last year, TCS Aviana™ for travel customers followed suit this year. TCS' Cognitive Plant Operations Adviser (CPOA), an amalgamation of IP-based solutions for manufacturing has also been developed using Microsoft Azure Cloud capabilities. TCS MasterCraft™ is now on the Microsoft Azure Marketplace. TCS Clever Energy™, TCS Envirozone™ were launched on Microsoft's Azure IoT platform to help organizations gain insights into energy usage and reduce waste and emissions. Many of these products and platforms are available on Google Cloud as well. TCS also has a rich suite of cloud accelerators rendered on the Google Cloud Garages launched at TCS Pace Ports.

The best of TCS' innovation assets, capabilities, and practices were brought to customers through experiential initiatives. The Company's Pace Ports, spaces that connect customers to all of TCS' organizational capabilities in innovation, technology and industry expertise, hosted several events and workshops. TCS Pace Ports are active across geographies. The Company launched a Pace Port™ in Amsterdam formally this year to bring TCS' ecosystem of partners from academia, government institutions, start-ups and technology providers to co-innovate with European customers with a focus on sustainability.

'Powered by Pace' centres were launched across the globe to help customers leverage co-innovation and accelerate digital transformation. These include the digital innovation lab at the Letterkenny Global Delivery Centre, Ireland; Digital Garage Innovation Centre at Sydney; and the All-women Innovation Lab at Riyadh. TCS' Agile Innovation Cloud (AIC) was adopted by multiple customers this year.

TCS Co-Innovation Network (TCS COIN™) expanded its global footprint with more than 55 active academic partnerships and over 2,600 start-up partners in the network.

In keeping with the Company's commitment to social responsibility and sustainability, TCS Research its continued focus on energy, circularity, and development related projects. Several other initiatives were undertaken: TCS and Glasgow University launched UK Sustainathon 2021 to empower UK university students to tackle sustainability challenges using digital technologies, the winners of which showcased their idea at the TCS Innovation Forum 2021 in UK. The second edition of TCS Sustainathon ASEAN 2021 expanded beyond Singapore to Malaysia and Philippines. It focused on 'Reimagining Education.' Sustainathon - The Balancing Act, a Europe-wide sustainathon in alignment with Conference of Parties 26 (COP 26) and the European Green Deal was also launched in FY 2022.

In line with the Company's belief of building greater futures through innovation and collective knowledge, R&I continued to combine know-how and innovation mindset across the organization by regularly organizing crowdsourcing initiatives. TCS Innovista 2022, attracted 11,970 entries across the organization. TCS secured 4 wins at TATA Innovista 2021. Innovation Champions continued to be active across several accounts facilitating TCS customers' growth and transformation journeys. TCS Innovation Forum 2021 with sustainability as a theme was held in seven geographies; many Innovation Days were held with customers across industries.

The ninth season of TCS CodeVita, won the Guinness World Records™ title for the world's largest computer programming competition with 1,36,054 participants from 34 countries.

Intellectual property of TCS R&I grew with more than 240 publications presented in top-tier conferences or published in journals. The Company continued to contribute to standards bodies especially in ISO SC7 and SC42 on Software and Systems Engineering and Artificial Intelligence, respectively. As of March 31, 2022, 6,583 patents have been filed and 2,287 granted cumulatively by the Company. TCS won CII's Industrial Intellectual Property Awards 2021 for the Best Patents Portfolio in the Large Enterprises (Information and Communications Technology and Services) category, for the fifth consecutive year. TCS also won the ASSOCHAM IP Excellence Award 2021 for the best IP In-House Team of the Year.

Future course of action:

TCS will continue to scale the Patents, Products and Platforms strategy across the organization, harnessing the collective knowledge and creativity of internal teams and of partners to deliver innovative solutions in support of the Company's pursuit of growth and transformation opportunities and longer-term sustainability goals.

Expenditure on R&D:

TCS research and innovation centres are located in India and other parts of the world. These research centres in India, as certified by Department of Scientific & Industrial Research (DSIR), function from Pune, Chennai, Bengaluru, Delhi- NCR, Hyderabad, Kolkata and Mumbai.

Expenditure incurred in the R&D centers and innovation centers of TCS during FY 2022 and FY 2021 are given below:

(₹ crore)

	Expenditure on R&D and innovation	Standalone		Consolidated	
		FY 2022	FY 2021	FY 2022	FY 2021
a.	Capital	-*	1	-*	1
b.	Recurring	337	298	341	302
c.	**Total R&D expenditure (a+b)**	**337**	**299**	**341**	**303**
d.	Innovation center expenditure	1,841	1,546	1,901	1,614
e.	**Total R&D and innovation expenditure (c+d)**	**2,178**	**1,845**	**2,242**	**1,917**
f.	R&D and innovation expenditure as a percentage of total turnover	1.4%	1.4%	1.2%	1.2%

*Represents value less than ₹0.50 crore.

Foreign exchange earnings and outgo

Export revenue constituted 94.0 percent of the total standalone revenue in FY 2022 (94.0 percent in FY 2021).

(₹ crore)

	Foreign exchange earnings and outgo	FY 2022	FY 2021
a.	Foreign exchange earnings	1,55,240	1,30,720
b.	CIF Value of imports	216	241
c.	Expenditure in foreign currency	63,689	54,800

28. Acknowledgements

The Directors thank the Company's employees, customers, vendors, investors and academic partners for their continuous support. The Directors also thank the Government of India, Governments of various states in India, Governments of various countries and concerned Government departments and agencies for their co-operation.

The Directors regret the loss of lives due to COVID-19 pandemic and are deeply grateful and have immense respect for every person who risked his life and safety to fight this pandemic.

The Directors appreciate and value the contribution made by every member of the TCS family.

On behalf of the Board of Directors

N Chandrasekaran
Chairman
DIN No. 00121863

Mumbai, April 11, 2022

Annual Report on CSR Activities

1. Brief outline on CSR Policy of the Company

The Company believes that all are born with equal potential but not equal opportunity. TCS' vision is to empower people and communities, building self-reliance through purpose and technology while ensuring the values of fairness, equity and respect for human rights. The Company remains steadfast in its mission to connect people to opportunities in the digital economy while building equitable, inclusive pathways for all – especially women, youth and marginalized groups.

TCS, through various CSR initiatives and programs across globe, continues to invest in addressing the most pressing needs of the community. The primary focus areas are education, skilling, employment and entrepreneurship with a focus on bridging the opportunity gap for people and communities. The Company invests in basic health and wellness, water sanitation and hygiene, conservation and disaster relief efforts to support the basic needs of communities across the globe.

By applying its resources towards communities that need it the most, TCS ensures equitable access. The Company's CSR strategy incorporates an inclusive approach into the design of every program. In India this is aligned to its support of the Government of India's Affirmative Action Policy and the Tata Group's Affirmative Action Program.

With a view to grow the capacity of grassroot organizations and the knowledge base of community issues, TCS also invests in strategic partnerships, research and insights and in providing pro-bono technology consulting.

To achieve transformational impact, TCS leverages the best of the Company's capabilities – its intellectual, technology, human and financial capital. TCS aims to create innovative solutions to societal challenges applying its contextual knowledge while harnessing the expertise of a diverse network of leaders; execute and scale programs using its technology capabilities; engage its large employee base to volunteer their time, skills and expertise as last-mile connectors and make impact investments in large scale, sustainable, multi-year programs that empower communities.

The projects undertaken are within the broad framework of Schedule VII to the Act. Details of the CSR policy and projects or programs undertaken by the Company are available on links given below:

https://on.tcs.com/Global-CSR-Policy

https://www.tcs.com/corporate-social-responsibility

2. **Composition of the CSR committee:**

Sr. No.	Name of Director	Designation / Nature of Directorship	Number of meetings of CSR Committee held during the year	Number of meetings of CSR Committee attended during the year
1	N Chandrasekaran	Chairman, Non-independent, Non-Executive Director	3	3
2	O P Bhatt	Member, Independent, Non-Executive Director	3	3
3	N Ganapathy Subramaniam	Member, Non-Independent, Executive Director	3	3

3. **Provide the web-link where Composition of CSR committee, CSR Policy and CSR projects approved by the Board are disclosed on the website of the Company**

   Composition of the CSR committee shared above and is available on the Company's website at https://www.tcs.com/corporate-governance.

   CSR policy - https://www.tcs.com/content/dam/tcs/pdf/CSR/TCS_CSR_Policy.pdf

   CSR projects - https://www.tcs.com/corporate-social-responsibility

4. **Provide the details of Impact assessment of CSR projects carried out in pursuance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014, if applicable (attach the report).**

   TCS has been conducting internal impact assessments to monitor and evaluate its strategic CSR programs. The Company takes cognizance of sub-rule (3) of rule 8 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and has initiated impact assessment of one CSR project (Tata Translational Cancer Research Center) through an independent agency. The report is available on the Company's website at https://on.tcs.com/IAR.

5. **Details of the amount available for set off in pursuance of sub-rule (3) of rule 7 of the Companies (Corporate Social Responsibility Policy) Rules, 2014 and amount required for set off for the financial year, if any**

(₹ crore)

Sr. No.	Financial Year	Amount available for set off from preceding financial years	Amount required to be set off for the financial year, if any
1	2020-21	11	NIL

6. **Average net profit of the Company as per Section 135(5) of the Act:** ₹35,806 crore

7. (a) **Two percent of average net profit of the Company as per Section 135(5) of the Act:** ₹716 crore

   (b) **Surplus arising out of the CSR projects or programmes or activities of the previous financial years :** NIL

   (c) **Amount required to be set off for the financial year, if any :** NIL

   (d) **Total CSR obligation for the financial year (7a+7b-7c) :** ₹716 crore

8. (a) **CSR amount spent or unspent for the financial year:**

(₹ crore)

Total Amount Spent for the Financial Year	Amount Unspent				
	Total Amount transferred to Unspent CSR Account as per Section 135(6) of the Act		Amount transferred to any fund specified under Schedule VII as per second proviso to Section 135(5) of the Act		
	Amount	Date of transfer	Name of the Fund	Amount	Date of transfer
727	NIL	-	-	NIL	-

(b) **Details of CSR amount spent against ongoing projects for the financial year:**

(₹ crore)

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	(9)	(10)	(11)	
Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/No)	Location of the project		Project duration	Amount allocated for the project	Amount spent in the current financial year	Amount transferred to Unspent CSR Account for the project as per Section 135(6) of the Act	Mode of Implementation - Direct (Yes/No)	Mode of Implementation - Through Implementing Agency	
				State	District						Name	CSR registration number
1	Tata Translational Cancer Research Center	(i)	Yes	West Bengal	Kolkata	6 years	54	7	-	No	Tata Medical Center Trust	CSR00002920
2	BridgeIT - DF (Project 1)	(ii)	No	Mizoram, Karnataka	Aizawl, Raichur	5 years	1	-*	-	No	Development Focus	CSR00002377
3	BridgeIT - DF (Project 2)	(ii)	Yes	Karnataka, Odisha	Raichur, Yadgir, Gajapati and Rayagada	5 years	3	-*	-	No	Development Focus	CSR00002377
4	BridgeIT – Humana	(ii)	No	Jharkhand	Lohardaga and Latehar	5 years	1	-*	-	No	Humana People to People India	CSR00000929
	TOTAL							**7**				

*Represents value less than ₹0.50 crore.

(c) **Details of CSR amount spent against other than ongoing projects for the financial year:**

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ crore)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State / Union Territories	District			Name	CSR registration number
1	Contribution for Schedule VII activities	(i), (ii), (iv), (v)	Yes	PAN India		680	No	TCS Foundation	CSR00002960
2	Healthcare projects	(i)	No	Maharashtra, Kerala, Andhra Pradesh, Uttar Pradesh	Ahmedanagar, Trissur, Pathanamthitta, Tirupati, Ayodhya	15	Yes	-	-
3	Education and skill building projects	(ii)	Yes	PAN India		10	Yes	-	-
4	Employability training for rural youth	(ii), (iii)	Yes	PAN India		4	Yes	-	-
5	Hospital Management System at Cancer Institute and Tata Medical Centre	(i)	Yes	Tamil Nadu, West Bengal	Chennai, Kolkata	2	Yes	-	-
6	Adult Literacy Program support	(ii)	Yes	Gujarat, Haryana, Jammu & Kashmir, Jharkhand, Maharashtra, Telangana, West Bengal	Ahmedabad, Palwal, Kathua, Latehar, Lohardaga, Mumbai, Hyderabad, Rangareddy, South 24 Parganas, Kolkata, West Midnapore	1	Yes	-	-
7	Jal Jeevan Mission	(i)	Yes	Himachal Pradesh, Uttarakhand, Maharashtra, Rajasthan, Jharkhand, Gujarat, Assam, Tripura, Ladakh, Karnakata, Uttar Pradesh and Andhra Pradesh	Shimla, Tehri Grehwal, Dehradun, Nashik, Sirohi, Hazaribag, Dahod, Kamrup rural and Kamrup urban, Dhalai, Tripura West, Leh, Yadgir, Lucknow, Krishna	1	Yes#	Tata Community Initiatives Trust	CSR00002739
8	Community transformation projects	(ii) (iii)	Yes	PAN India		-*	Yes	-	-

*Represents value less than ₹0.50 crore.

#Jal Jeevan Mission project is being jointly implemented with Tata Community Initiatives Trust, CSR reg. no. - CSR00002739

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ crore)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State / Union Territories	District			Name	CSR registration number
9	goIT - Student Digital Innovation Program	(ii)	Yes	Andhra Pradesh, Gujarat, Jammu & Kashmir, Karnataka, Kerala, Maharashtra, Odisha, Tamil Nadu, West Bengal, Ladakh	Vizianagaram, Srikakulam, Anantapur, Kadapa, Ahmedabad, Dahod, Bharuch, Surat, Jammu, Tumkur, Chikkaballapur, Kolar, Bangalore, Mandya , Shivamogga, Ramanagara ,Dakshina Kannada, Raichur, Ernakulum, Wayanad, Palakkad, Kochi, Thane, Amravati, Nagpur, Solapur, Wardha, Akola, Yavatmal, Sangli, Pune, Osmanabad, Chandrapur, Anugul, Balasore, Bargarh, Bolangir, Boudh, Cuttack, Deogarh, Dhenkanal, Gajapati, Ganjam, Jajapur, Jharsuguda, Kalahandi, Kendrapada, Keunjhar, Khordha, Koraput, Malkangiri, Mayurbhanj, Nabarangpur, Nayagarh, Nuapada, Phulbani, Puri, Rayagada, Sambalpur, Sonepur, Sundargarh, Kancheepuram, Kolkata,Purulia, Leh	-*	Yes	-	-
10	Archaeometallurgical insights on ancient excavations	(v)	Yes	Tamil Nadu	Keeladi, Kodumanal, Adichanallur	-*	No	National Institute of Advanced Studies	CSR00007662
11	IMF - Computational Thining Program	(ii)	Yes	Andhra Pradesh, Jammu & Kashmir, Ladakh, Maharashtra, Punjab, Tamil Nadu, Uttarakhand, West Bengal, Karnataka, Madhya Pradesh, Goa, Kerala	Chittoor, East Godavari, Guntur, Krishna, Kurnool, Nellore, Prakasam, Srikakulam, Vizianagaram, West Godavari, Anantapur, Kadapa, Visakhapatnam, Jammu, Poonch, Kupwara, Leh, Thane, Amravati, Nagpur, Ahmadnagar, Solapur, Wardha, Raigarh, Akola, Yavatmal, Sangli, Amritsar, Chennai, Almora, Dehradun, Bankura, Mysore, Tumkur, Chikkamagalore, Chikmagaluru, Chikkaballapur, Kolar, Bangalore, Mandya, Ramnagar, Shivamogga, Kolar, Ramanagara, Dakshina Kannada, Neemuch, North Goa, South Goa, Ernakulum, Kottayam, Alappuzha	-*	Yes	-	-
12	Infrastructure support to Hospital	(i)	Yes	Maharashtra	Mumbai	-*	No	Society for Rehabilitation of Crippled Children	CSR00003225

*Represents value less than ₹0.50 crore.

(1)	(2)	(3)	(4)	(5)		(6)	(7)	(8)	
Sr. No.	Name of the Project	Item from the list of activities in Schedule VII to the Act	Local area (Yes/ No)	Location of the project		Amount spent for the project (₹ crore)	Mode of implementation - Direct (Yes/No)	Mode of implementation - Through implementing agency	
				State / Union Territories	District			Name	CSR registration number
13	Scholarship program	(ii)	Yes	Madhya Pradesh	Chhindwara	-*	No	NIIT Foundation	CSR00000621
14	Digital Nerve Centre	(i)	Yes	PAN India		-*	Yes	-	-
	TOTAL					**713**			

*Represents value less than ₹0.50 crore.

(d) **Amount spent in Administrative Overheads:** ₹7 crore

(e) **Amount spent on Impact Assessment, if applicable:** NIL

(f) **Total amount spent for the Financial Year (8b+8c+8d+8e) :** ₹727 crore

(g) **Excess amount for set off, if any**

(₹ crore)

Sr. No.	Particulars	Amount
(i)	Two percent of average net profit of the Company as per Section 135(5) of the Act	716
(ii)	Total amount spent for the Financial Year	727
(iii)	Excess amount spent for the financial year [(ii)-(i)]	11
(iv)	Surplus arising out of the CSR projects or programmes or activities of the previous financial years, if any	NIL
(v)	Amount available for set off in succeeding financial years [(iii)-(iv)]	11

9. (a) **Details of Unspent CSR amount for the preceding three financial years:**

(₹ crore)

Sr. No.	Preceding Financial Year	Amount transferred to Unspent CSR Account under Section 135 (6) of the Act	Amount spent in the reporting Financial Year	Amount transferred to any fund specified under Schedule VII as per Section 135(6) of the Act, if any			Amount remaining to be spent in succeeding financial years
				Name of the Fund	Amount	Date of transfer	
1	-	NIL	-	-	NIL	-	-

(b) **Details of CSR amount spent in the financial year for ongoing projects of the preceding financial year(s):**

(₹ crore)

(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
Sr. No.	Project ID	Name of the Project	Financial Year in which the project was commenced	Project duration	Total amount allocated for the project	Amount spent on the project in the reporting Financial Year	Cumulative amount spent at the end of reporting Financial Year	Status of the project - Completed / Ongoing
1	TTCRC	Tata Translational Cancer Research Centre	FY 2016	6 years	54	7	54	Completed
2	BridgeIT	BridgeIT - DF (Project 1)	FY 2018	5 years	1	-*	1	Ongoing
3		BridgeIT - DF (Project 2)	FY 2020	5 years	3	-*	2	Ongoing
4		BridgeIT - Humana	FY 2020	5 years	1	-*	1	Ongoing
5		BridgeIT - CADAM (Project 1)	FY 2018	5 years	3	-*	2	Ongoing
6		BridgeIT - CADAM (Project 2)	FY 2020	5 years	6	-*	2	Ongoing
7	IIIT	Setting up of IIIT at Guwahati, Vadodara, Srirangam, Ranchi and Nagpur in PPP mode	FY 2014	Open ended	29	-	16	Ongoing
	TOTAL					**7**		

*Represents value less than ₹0.50 crore.

10. **In case of creation or acquisition of capital asset, furnish the details relating to the asset so created or acquired through CSR spent in the financial year (asset-wise details)**

    (a) **Date of creation or acquisition of the capital asset(s) :** None

    (b) **Amount of CSR spent for creation or acquisition of capital asset :** NIL

    (c) **Details of the entity or public authority or beneficiary under whose name such capital asset is registered, their address, etc. :** Not Applicable

    (d) **Provide details of the capital asset(s) created or acquired (including complete address and location of the capital asset) :** Not Applicable

11. **Specify the reason(s), if the Company has failed to spend two percent of the average net profit as per Section 135(5) of the Act:** Not Applicable

Rajesh Gopinathan
Chief Executive Officer and Managing Director
DIN No. 06365813

N Chandrasekaran
Chairman, Corporate Social Responsibility Committee
DIN No. 00121863

Form No. MR-3
Secretarial Audit Report
for the financial year ended March 31, 2022

[Pursuant to section 204 (1) of the Companies Act, 2013 and Rule No. 9 of the Companies (Appointment and Remuneration of Managerial Personnel) Rules, 2014]

To,
The Members,
Tata Consultancy Services Limited

We have conducted the secretarial audit of the compliance of applicable statutory provisions and the adherence to good corporate practices by Tata Consultancy Services Limited (hereinafter called "the Company"). Secretarial Audit was conducted in a manner that provided us a reasonable basis for evaluating the corporate conducts/statutory compliances and expressing our opinion thereon.

Based on our verification of the Company's books, papers, minute books, forms and returns filed and other records maintained by the Company, to the extent the information provided by the Company, its officers, agents and authorised representatives during the conduct of secretarial audit, the explanations and clarifications given to us and the representations made by the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the spread of the COVID-19 pandemic, we hereby report that in our opinion, the Company has during the audit period covering the financial year ended on March 31, 2022, generally complied with the statutory provisions listed hereunder and also that the Company has proper Board processes and compliance mechanism in place to the extent, in the manner and subject to the reporting made hereinafter:

We have examined the books, papers, minute books, forms and returns filed and other records made available to us and maintained by the Company for the financial year ended on March 31, 2022 according to the applicable provisions of:

(i) The Companies Act, 2013 (the Act) and the rules made thereunder;

(ii) The Securities Contract (Regulation) Act, 1956 ('SCRA') and the rules made thereunder;

(iii) The Depositories Act, 1996 and the Regulations and Bye-laws framed thereunder;

(iv) Foreign Exchange Management Act, 1999 and the rules and regulations made thereunder to the extent of Foreign Direct Investment, Overseas Direct Investment and External Commercial Borrowings;

(v) The following Regulations and Guidelines prescribed under the Securities and Exchange Board of India Act, 1992 ('SEBI Act'):

(a) The Securities and Exchange Board of India (Substantial Acquisition of Shares and Takeovers) Regulations, 2011;

(b) The Securities and Exchange Board of India (Prohibition of Insider Trading) Regulations, 2015;

(c) The Securities and Exchange Board of India (Issue of Capital and Disclosure Requirements) Regulations, 2018 and amendments from time to time;

(d) The Securities and Exchange Board of India (Share Based Employee Benefits) Regulations, 2014 and The Securities and Exchange Board of India (Share Based

Employee Benefits and Sweat Equity) Regulations, 2021; (Not applicable to the Company during the audit period)

(e) The Securities and Exchange Board of India (Issue and Listing of Debt Securities) Regulations, 2008 and The Securities and Exchange Board of India (Issue and Listing of Non-Convertible Securities) Regulations, 2021; (Not applicable to the Company during the audit period)

(f) The Securities and Exchange Board of India (Registrars to an Issue and Share Transfer Agents) Regulations, 1993 regarding the Companies Act and dealing with client; (Not applicable to the Company during the audit period)

(g) The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2009 and The Securities and Exchange Board of India (Delisting of Equity Shares) Regulations, 2021; (Not applicable to the Company during the audit period) and

(h) The Securities and Exchange Board of India (Buyback of Securities) Regulations, 2018;

(vi) Other laws applicable specifically to the Company namely:-

a) Information Technology Act, 2000 and the rules made thereunder;

b) Special Economic Zones Act, 2005 and the rules made thereunder;

c) Software Technology Parks of India rules and regulations

d) The Indian Copyright Act, 1957

e) The Patents Act, 1970

f) The Trade Marks Act, 1999

We have also examined compliance with the applicable clauses of the following:

(i) Secretarial Standards issued by The Institute of Company Secretaries of India with respect to board and general meetings.

(ii) The Listing Agreements entered into by the Company with National Stock Exchange of India Limited and BSE Limited read with the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.

During the period under review, the Company has complied with the provisions of the Act, Rules, Regulations, Guidelines, standards etc. mentioned above.

We further report that:

The Board of Directors of the Company is duly constituted with proper balance of Executive Directors, Non-Executive Directors and Independent Directors. There were no changes in the composition of the Board of Directors that took place during the period under review. The re-appointment of Mr. Rajesh Gopinathan as Chief Executive Officer & Managing Director and Mr. N. Ganapathy Subramaniam as Chief Operating Officer & Executive Director was carried out in compliance with the provisions of the Act.

Adequate notice was given to all directors to schedule the Board Meetings, agenda and detailed notes on agenda were sent at least seven days in advance for meetings other than those held at shorter notice, and a system exists for seeking and obtaining further information and clarifications on the agenda items before the meeting and for meaningful participation at the meeting.

As per the minutes, decisions at the Board Meetings were taken unanimously.

We further report that there are adequate systems and processes in the Company commensurate with the size and operations of the Company to monitor and ensure compliance with applicable laws, rules, regulations and guidelines etc.

We further report that during the audit period the following events occurred which had bearing on the Company's affairs in pursuance of the above referred laws, rules, regulations, guidelines, standards etc.

The Company has completed buyback of 4,00,00,000 (four crores) fully paid-up equity shares of face value of ₹1 (Rupee One) each ("Equity Shares"), on a proportionate basis, through the Tender Offer route through the Stock Exchange mechanism as prescribed under the Securities and Exchange Board of India (Buy-back of Securities) Regulations, 2018, at a price of ₹4,500 (Rupees four thousand five hundred only) per Equity Share.

For **Parikh & Associates**
Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
Place: Mumbai UDIN: F000327D000062686
Date: April 11, 2022 PR No.: 1129/2021

This Report is to be read with our letter of even date which is annexed as Annexure A and Forms an integral part of this report.

'Annexure A'

To,
The Members
Tata Consultancy Services Limited

Our report of even date is to be read along with this letter.

1. Maintenance of secretarial record is the responsibility of the management of the Company. Our responsibility is to express an opinion on these secretarial records based on our audit.

2. We have followed the audit practices and process as were appropriate to obtain reasonable assurance about the correctness of the contents of the secretarial records. The verification was done on test basis to ensure that correct facts are reflected in secretarial records. We believe that the process and practices, we followed provide a reasonable basis for our opinion.

3. We have not verified the correctness and appropriateness of financial records and Books of Accounts of the Company.

4. Where ever required, we have obtained the Management Representation about the Compliance of laws, rules and regulations and happening of events etc.

5. The Compliance of the provisions of Corporate and other applicable laws, rules, regulations, standards is the responsibility of management. Our examination was limited to the verification of procedure on test basis.

6. The Secretarial Audit report is neither an assurance as to the future viability of the Company nor of the efficacy or effectiveness with which the management has conducted the affairs of the Company.

For **Parikh & Associates**
Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
Place: Mumbai UDIN: F000327D000062686
Date: April 11, 2022 PR No.: 1129/2021

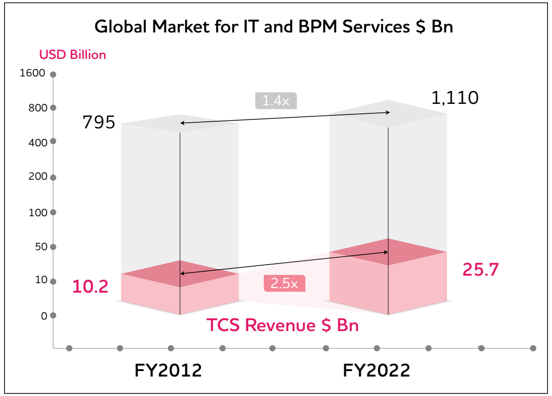
Management Discussion and Analysis

Overview of the Industry

The global economy recovered strongly in CY 2021 even as new variants of the COVID-19 virus fueled additional waves of the pandemic. Robust policy support in advanced economies, availability of vaccines and relaxation of pandemic restrictions helped economies bounce back, collectively expanding world output by an estimated 6.1%[1].

Global technology spending grew strongly in 2021 to $1.7 trillion[2]. The primary drivers were accelerated investments in digital transformation and cloud adoption in response to changed consumer behaviors and the need for greater operational resilience. Additionally, there was increased outsourcing by enterprises looking to free up financial as well as human resources to execute their transformation programs. A severe talent scarcity added to the outsourcing imperative. IT services grew 6.2% YoY, crossing $899 billion while BPM grew nearly 5% to reach $211 billion.

The global IT services industry continues to be a highly fragmented one, with even the largest provider having a mid-single digit market share. TCS is among the largest IT services providers globally, with a market share of 2.3%, and has outperformed the market, growing significantly higher than market growth over the last decade.



This may be attributed to market share gains resulting from TCS' customer-centric strategy and organization structure, a very stable management team, focused investments in building superior capabilities, better execution resulting greater customer satisfaction, and steadily expanding participation in customers' growth and transformation spends.

[1] *World Economic Outlook, IMF, April 2022*
[2] *Nasscom Strategic Review Report 2022*

TCS' Business

An Overview

TCS is an IT services, consulting and business solutions organization partnering many of the world's largest businesses in their transformational journeys for the last 54 years. It has a global presence, deep domain expertise in multiple industry verticals and a complete portfolio of offerings – grouped under consulting and service integration, application services, digital transformation services, cloud services, engineering services, cognitive business operations, and products and platforms – targeting every C-suite stakeholder.

The company leverages all these and its deep contextual knowledge of its customers' businesses to craft unique, high quality, high impact solutions designed to deliver differentiated business outcomes. These solutions are delivered using its Secure Borderless Workspaces™ (SBWS™) operating model which enables a highly distributed, Location Independent Agile™ delivery.

TCS geographic footprint covers North America, Latin America, the United Kingdom, Continental Europe, Asia-Pacific, India, and Middle-East and Africa.

TCS considers industry verticals as its primary go-to-market business segments. The key vertical clusters are: Banking, Financial Services and Insurance (BFSI), Retail and Consumer Business, Communications, Media and Technology (CMT), Manufacturing, Life Sciences and Healthcare and Others. The last category includes Energy, Resources and Utilities, Public Services and others.

Strategy for Sustainable Growth[3]

Customer-centricity is at the heart of TCS' strategy, organization structure and investment decisions. TCS' customer-centric worldview helps spot trends early, embrace business opportunities by making the right investments and mitigating risks while discharging its social and environmental responsibilities.

TCS has been broadening and deepening customer relationships by continually looking for new opportunities and newer areas in their businesses to add value, proactively investing in building newer capabilities, reskilling its workforce and launching newer services, solutions, products and platforms to address those opportunities.

In the last few years, the company has been using its investments in research and innovation, its intellectual property and deep contextual knowledge of the customer's business and technology landscape to proactively pitch ideas and solutions designed to improve the client's topline and help drive competitive differentiation.

These growth and transformation (G&T) engagements are higher value engagements catering to the needs of a broader set of stakeholders in the client organization, and is helping drive a steady increase in the scope and scale of services consumed year after year, and expand TCS' share of wallet, as evidenced by the client metrics.

At an aggregate level, this strategy has resulted in deep and enduring customer relationships, a vibrant and engaged workforce, industry-leading profitability, a steady expansion of the addressable market, and a proven track record in delivering longer term stakeholder value.

Enabling Investments

TCS pioneered[4] the use of the word 'digital' to describe the new family of technologies that emerged in the last decade. Quick to recognize the potential of cloud, the company made investments ahead of time in launching new platform-based business models as far back as in 2009[5], reskilling the workforce, research and innovation, building collaborative workspaces and innovation centers, intellectual property, and alliances and partnerships. Those early investments have given TCS a head start in participating in its customers' G&T journeys.

Over the last 3 years, TCS has been investing in a network of Pace Ports, co-innovation hubs in all its major markets, to provide a physical space for

[3] *GRI 2-22*

[4] *Ref AR FY 2012, MD&A, Pages 25, 29*

[5] *Ref AR FY 2010, Letter from CEO, Page 7*

TCS teams to engage with clients in ideation, rapid prototyping and agile development of innovative ideas. These hubs also house researchers and members of TCS' extended innovation ecosystem of start-ups and academia. Adding to the Pace Ports in Tokyo, New York, Pittsburgh and Toronto, the company inaugurated the Pace Port at Amsterdam in May 2021, and a Digital Garage in Sydney in February 2022.

TCS continued to invest in intellectual property, launching new variants within the ignio™ suite and building newer functionality and features in the TCS BaNCS™ suite, the Algo Retail suite, the TCS ADD suite, HOBS, TwinX, MasterCraft and Jile. Across each of the industry verticals, the relevant business units launched new service offerings and solutions, catering to the evolving needs of the market – such as the ESG Integration solution suite on all three hyperscaler platforms covering EU taxonomy, Sustainable IT, Green Mortgage, Carbon Bank and Cal-C (Carbon Calculator).

The company launched Cyber Defense Suite – a comprehensive suite of modular, quickly adoptable cyber security services on a single platform – to provide enterprises with a unified 360-degree visibility and predictive intelligence to proactively defend and respond against evolving risks.

TCS' dedicated practice units around AWS, Microsoft Azure and Google Cloud Platform, launched in FY 2021, offer customers the full range of transformational and operational services on the respective hyperscaler stacks, spanning advisory services, migration, application and data modernization, including SaaS and enterprise productivity suites, infrastructure, cyber-security and edge.

These units have been steadily investing in training, certifications, credentials and in building solutions and intellectual property on their respective hyperscaler stacks. In FY 2022, TCS added TCS Omnistore, TCS MasterCraft, 5G Edge Suite, TwinX and its suite of sustainability solutions – namely TCS Clever Energy, TCS IP2 and TCS Envirozone – to the list of its software products and solutions available on the various hyperscaler platforms. TCS also launched Google Cloud Garages for co-innovation leveraging analytics and AI on the cloud, at its Pace Ports in Amsterdam, New York and Tokyo.

New Organization Structure

TCS rolled out a new, industry-first organization structure at the end of FY 2022 that further enhances the company's customer centricity. The new model recognizes that customers' needs vary and evolve over time as they progress in their relationship journey with TCS, and enables the delivery of a curated experience best suited for each customer's current stage in that journey. It does this by adding a fourth dimension – i.e. customer relationship stage – to the existing three dimensions of TCS' organization structure: geography, industry vertical and service line.

Customer acquisition will continue to be done by local sales teams in the various markets. Existing customers in major markets will continue to be serviced by the same client partners, but the governance layer on top has been realigned. Instead of being governed as vertical-wise business groups, customers have now been segmented by relationship stage, and vested with three business groups:

- **Relationship Incubation Group** to manage new relationships which require a higher level of hand holding and a differentiated, high touch delivery;
- **Enterprise Growth Group** to manage relationships which are in the high growth phase;
- **Business Transformation Group** to manage large and mature relationships.

The company's primary reporting segments will continue to be industry verticals and geographic markets. Existing verticalized governance structures, the Industry Solution Units (ISUs) and sub-ISUs, will see their portfolios realigned and rationalized under these three business groups. Customers in emerging markets will continue to be serviced by local country-based organizations.

The sharper customer focus enabled by the new structure and the resultant curated customer experiences are expected to enhance customer intimacy, facilitate cross-selling and up-selling, expand share of wallet and prepare the company for the journey ahead.

Strategic Responses to Opportunities and Threats

Opportunity / Threat	TCS Approach	Outcomes
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, TCS 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 clients' 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.

Opportunity / Threat	TCS Approach	Outcomes
Greater acceptance of as-a-Service platforms	• Strengthened alliances and launched new offerings around the popular and new SaaS products. • Helped ISV* 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.	• Operations transformation order book of over $1Bn from Cognix since its launch. • Reputation as a partner who helps structure self-funding business transformation programs.
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.

* *Independent Software Vendor*

Talent Management

TCS aims to attract, develop, motivate and retain diverse talent, that is critical for its continued success. The company's talent management strategy seeks to maximize the potential of every employee by creating a purpose-driven, inclusive, stimulating, and rewarding work environment, delivering outstanding employee experience, while fueling business growth.

In FY 2022, TCS made the highest ever net addition of 103,546 employees globally, taking the total employee base to 592,195, with 153 nationalities. The company crossed a key diversity milestone, with women in the workforce exceeding 200,000 during the year. Further, TCS was included in the 2022 Bloomberg Gender-Equality Index (GEI).

Industry-Leading Initiatives

- SPEED Feedforward: A pioneering initiative that takes TCS' continuous feedback performance appraisal system to the next level by providing real time, objective performance data consolidated from various systems in employee's goal sheets.
- ReBegin: An initiative for experienced women professionals to reinvent their career, received over 14,000 applications.
- TCS Vaccination League: A pioneering and one-of-a-kind initiative to vaccinate employees and their families across 160 locations in India, in metros as well as Tier 2/3 cities.

Employee Health and Wellbeing

Putting employee safety and wellbeing as a paramount objective, TCS provided pandemic assistance and outreach through an enhanced hospitalization policy, home health care support and access to covid care centers set up at TCS facilities in 13 cities. TCS also introduced Emergency Medical Assistance, an interest free loan to support hospitalization needs during COVID-19. Over 260,000 wellbeing calls were made to over 48,000 associates and dependents, and nearly 100,000 teleconsultations were provided to ensure proactive medical and emotional support.

The TCS Vaccination League benefited 1.2 million individuals and resulted in over 87% of employees in India getting fully vaccinated and 95% receiving at least one dose.

Talent Acquisition

TCS' talent acquisition strategy is to identify, engage and hire the best talent with the right competencies required by the business at the right time to promote future business growth. Its technology-enabled, data-driven, 100% virtual hiring model has enabled quicker decision making, enhanced agility and scaled well globally, while retaining the local nuances required for building a diverse workforce.

The company remains the preferred employer at leading engineering campuses in India. Its college recruitment efforts in USA, Canada, Latin America, China and Hungary have been progressing well, with very encouraging outcomes. TCS was one of the largest job creators in IT services in several major markets, for both freshers and lateral hires. In the United States, TCS has hired nearly 32,000 employees over the last five years.

In India, over 789,000 students from over 4,200 institutes appeared for TCS' National Qualifier Tests from the safety of their homes. TCS was also among the biggest recruiters at top B-schools and national institutes.

Key Achievements:

- TCS CareersNext – TCS' interactive platform to enrich the lateral talent pipeline connected over 51,000 experienced professionals, enabling them to choose from a wide palette of career opportunities that matches their passion and skill set.

- Highly successful internal referral program accounted for 30% of total joiners in FY 2022.
- TCS CodeVita™ – Season 10 of TCS' flagship global coding contest saw 305K+ registrations across 85 countries.
- HackQuest - Sixth edition of TCS' ethical hacking contest saw over 5800 active participants.
- TCS Academic Interface Program – Engaged 196,474 students (20,687 outside India) from 1,618 institutes (554 outside India) through workshops and faculty development programs. 3,844 interns (414 outside India) on boarded in FY 2022.

Diversity, Equity and Inclusion

TCS is an equal opportunity employer and has a well-defined and progressive Diversity, Equity and Inclusion (DEI) policy embracing all diversity parameters which includes gender, marital status, religion, race/caste, colour, age, ancestry, nationality, language, ethnic origin, socio-economic status, physical appearance, disability, sexual orientation, gender identity and/or expression and any other category protected by applicable law.

TCS recognizes that a diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. This year TCS reached a significant milestone to become one of the few organizations in the world employing more than 200,000 women. The company's focus has been to enable better representation of women through sustained interventions at every level. Key programs include:

- iExcel: TCS' flagship executive leadership development program for women after which participants receive project-based mentorship from senior leaders and emerging leaders from different businesses, generations, and cultures. So far, TCS has had 20 editions of this program, benefiting 1,290 women leaders.
- Project Synthesis: A large-scale initiative with a multiculturistic approach to teams, clients, and strategy, to help managers build a deeper understanding of inner diversity and engage with the collective community. 8,682 managers across 37 nationalities have undergone this program.
- The Diversity Maturity Matrix: In-house diversity measurement tool aims at identifying gaps and, assesses an organization's maturity in DEI provides insights on strategic planning and action to increase DEI maturity.
- Allies of Diversity - A program where senior leadership from client organizations are invited to share diversity best practices. 24 chapters across 52 different client organizations engaging 58 senior leaders have been completed.
- The Workplace Coach: A 75-hour internal coach certification program enabling individuals to become coaches. This supports individuals within the organization towards ACC certification. So far, 2 cohorts have been completed, bringing together 212 internal coaches.
- Education and Sensitization: TCS has mandatory online DEI training designed to help associates understand the key concepts of DEI and belonging, that 481,000 employees have completed.

Talent Development

TCS is focused on building and developing enduring capabilities for a future-ready workforce.

Key initiatives include:

- TCS Elevate: TCS' pioneering program linking learning to career growth and reward covered over 322,000 employees. Over 13,000 employees were identified as high talent and received increased compensation.

- Contextual Masters (CMs): With a learning intensity 15% higher than average, CMs are groomed into potential G&T leaders. TCS now has over 50,000 CMs, up 169% over the year. The community has strong gender diversity, with 24% women.

- India Freshers Training: Over 100,000 trainees were onboarded during the year, the highest number ever. In addition to the Virtual Xplore foundational training program, fresher training was further intensified with 47 digital technology certifications, daily webinars, weekly online assessments, and gamified hackathons. Over 200 webinars and post-offer engagement sessions were conducted.

Key Metrics:

- TCSers invested 121 hours of learning on average during the year.
- 3.5 million digital competencies acquired; over 171,000 employees deep skilled.
- Every hour, TCS clocked 8,400 course completions; 3,000 competencies acquired.
- One hands-on learning exercise completed every 8 seconds.
- Over 160,000 G&T-ready and 20,000 G&T leaders groomed across all the segments to take up G&T opportunities.

Purpose-driven Workforce Policies

The company's progressive policies have been instrumental in creating a vibrant, equitable and inclusive workplace. In FY 2022, TCS introduced a Global Guideline on Remote Working to enable smooth transition into a hybrid work model aligned with Vision 25x25.

TCS was one of the earliest globally to have a documented policy on vaccination and a guideline for quarantine leave. Thirty new HR policies were created in the areas of health and safety, compensation and benefits, mobility, leave, performance management, working hours and workplace conduct in response to statutory amendments, business environment and changing workforce needs.

Other policies of interest like the TCS Global Policy – Whistle Blower and Statement on Modern Slavery Act were revisited, along with 118 other policies to ensure that TCS upholds the highest standards of transparency and accountability towards all stakeholders.

Talent Transformation

TCS has multiple initiatives to help employees grow in their careers:

Xcelerate - Integrated platform to capture associates' aspirations and map them to future opportunities. Over 60% of TCSers have shared their aspirations and career goals in Xcelerate, and mechanisms are being developed to help them realize their ambitions.

iConnect - Collaborative tool designed to help employees reach out to senior mentors for guidance on career paths, and have face to face dialogues about their role and career.

Mentoring – TCS is promoting a culture of mentoring and coaching through systemic intervention programs, with over 37,000 mentors including over 1,500 Gold and Silver certified mentors. Over 10,000 leaders are part of the 360° inclusive feedback process.

Talent Review – TCS' program to create and sustain a healthy leadership pipeline. It enables leaders to share their career aspirations and preferences of mobility, followed by an assessment of their leadership attributes.

Exciting Opportunities – Internal platform to publish niche and critical requirements to the leadership and high potential communities, thereby facilitating talent mobility. This embodies the company's philosophy of giving the first right of refusal for all leadership positions to internal candidates, thereby enabling better leadership development and building strong organizational loyalty.

Competitive Compensation

TCS' business model depends on its ability to attract and retain talent in the highly competitive, global market for software engineers with graduate or post-graduate degrees in engineering and with relevant technical skills.

Compensation levels are merit based, determined by qualification, experience levels, special skills if any, and individual performance. Compensation structures are driven by prevailing practices in each country that TCS operates in. The merit based, democratized, transparent talent framework – Elevate, is designed to establish a tighter linkage between learning, skill development, career and reward. The company regularly benchmarks its compensation plans and benefits with the market to ensure competitiveness.

At TCS, three months' notice is required from either side for termination[6].

Engagement with Purpose

TCS' Engagement with Purpose model reimagines employee engagement with a focus on health and wellbeing, lifelong learning, career development, living TCS' values, social collaboration, and community service. A key engagement platform has been the virtual #OneTCS Channel which hosts educative and inspirational speakers to foster a sense of community.

[6] *GRI 402-1*

Key Achievements:

- Radio Maitree: a unique, interactive radio program to enhance employee connect saw participation by over 23,000 employees globally.
- About 712,000 employee interactions enabled through focused interventions such as Living my Values, Build My Career and Lifelong Learning.
- Leadership Townhalls cumulatively resulted in nearly 590,000 employee interactions with business leaders on TCS values and organizational belonging.
- Over 22,000 1x1 mentoring sessions and over 15,000 1x1 HR career conversations.

TCS' various employee connect and collaboration platforms are as below:

- Knome, KnowMax, GEMS: Platforms for social collaboration within the organization, learning, sharing and for rewards and recognition.
- Safety First: Initiative focused on employee safety and security.
- Fit4life: Builds a fraternity of health and fitness conscious employees and creates a culture of fitness' around 42,000 active users contributed a total of 19 million kms on the portal.
- Purpose4life: Forum for volunteering for community projects in the areas of education, health and environment; over 22,000 volunteers contributed to 617,000 volunteering hours in community initiatives that supported over 353,000 beneficiaries.
- Maitree: Community of TCSers and their families who plan activities that help create a bond among employees and promote work-life balance.
- TCS Cares: Program aimed at creating robust avenues to build an emotionally strong and mentally resilient workforce.
- PULSE: TCS' annual employee engagement and satisfaction survey is the organization's formal listening forum. Our Annual Employee Satisfaction Survey recorded an enthusiastic participation from associates globally, with an ASI of 80.6 and AEI of 81.0 - the highest over the last 14 years.

Employee Retention

TCS has always had the best retention rate in the industry. Its values-driven culture, progressive HR policies, and philosophy of investing in people and empowering them have made it an industry benchmark in talent retention practices. In FY 2022, IT services attrition was 17.4% on an LTM basis, the lowest among its peers.

FINANCIAL PERFORMANCE OVERVIEW

The discussions in this section relate to the consolidated, Rupee-denominated financial results pertaining to the year that ended March 31, 2022. The financial statements of Tata Consultancy Services Limited and its subsidiaries (collectively referred to as 'TCS' or 'the Company') are prepared in accordance with the Indian Accounting Standards (referred to as 'Ind AS') prescribed under section 133 of the Companies Act, 2013, read with the Companies (Indian Accounting Standards) Rules, as amended from time to time. Significant accounting policies used in the preparation of the financial statements are disclosed in the notes to the consolidated financial statements.

The following table gives an overview of the consolidated financial results of the company:

(₹ crore)

	FY 2022			FY 2021 Adjusted*		FY 2021 Reported	
	Revenue	% of Revenue	% Growth	Revenue	% of Revenue	Revenue	% of Revenue
Revenue from operations	**191,754**	**100.0**	**16.8**	164,177	100.0	164,177	100.0
Earnings before interest, tax, depreciation and amortization (EBITDA) (before other income)	**53,057**	**27.7**	**14.0***	46,546	28.4	45,328	27.6
Profit Before Tax (PBT)	**51,687**	**27.0**	**14.9***	44,978	27.4	43,760	26.7
Profit after tax attributable to shareholders of the company	**38,327**	**20.0**	**14.8***	33,388	20.3	32,430	19.8
Earnings per share (in ₹)	**103.62**		**16.1***	89.27		86.71	

* Excludes provision towards legal claim

Analysis of revenue growth

On a reported basis, TCS' revenue grew 16.8% in FY 2022, compared to 4.6% in the prior year, due to accelerated spending on digital transformation initiatives, cloud adoption and increased outsourcing.

Average currency exchange rates during FY 2022 for the three major currencies are given below:

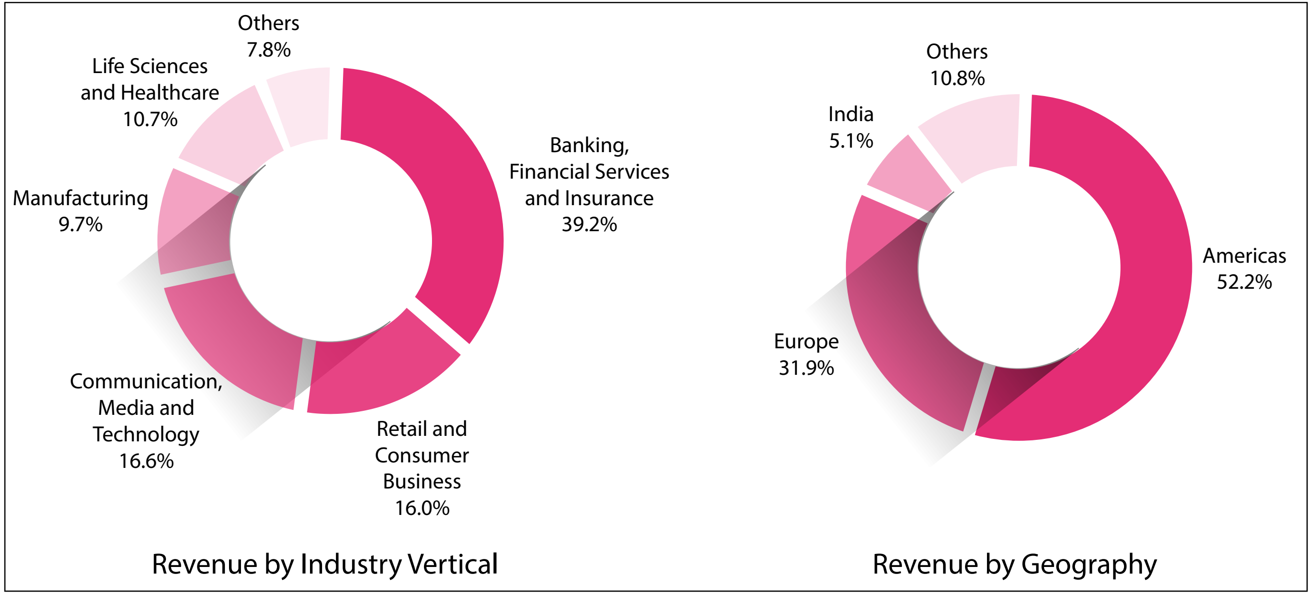
Currency	Weightage (%)	FY 2022 ₹	FY 2021 ₹	% Change YoY
USD	**53.0**	**74.61**	74.06	**0.7**
GBP	**13.6**	**101.50**	97.32	**4.3**
EUR	**11.8**	**86.36**	86.69	**(0.4)**

Movements in currency exchange rates through the year resulted in a positive impact of 1.4% on the reported revenue. The constant currency revenue growth for the year, which is the reported revenue growth stripped of the currency impact, was 15.4%.

Growth attributable to	FY 2022 (%)	FY 2021 (%)
Business growth	**15.4**	(0.8)
Impact of exchange rate	**1.4**	5.4
Total Growth	**16.8**	4.6

Segmental Performance

The revenue break-up by Industry Vertical and Geography is provided below:



Segment revenues, year on year growth, a brief commentary and segment margins are provided below:

Industry Vertical	**Segment Revenue FY 2022** *(FY 2021)* **₹ crore**	**YoY Revenue Growth %**	**Key Spending Areas**	**Segment Margin FY 2022** *(FY 2021)* **%**
Banking, Financial Services and Insurance	75,126 *(65,634)*	14.5	• Customer journey transformation, ecosystem strategies for new products and services, fintech adoption. • Sustainability and climate change initiatives. • Regulatory: New credit risk and operational risk mandates, controls management, consent order management and strategic framework for risk and finance management. • Technology: Cloud adoption, cyber security, IT estate rationalization, core platform simplification, agile and DevOps adoption.	26.9 *(28.5)*
Communication, Media and Technology	31,874 *(27,077)*	17.7	• 5G and fiber rollout, network virtualization. • Data and analytics, cloud enablement, product and platform engineering. • M&A, divestitures, business simplification. • Operating model resilience, cost optimization.	29.9 *(29.6)*

Industry Vertical	Segment Revenue FY 2022 *(FY 2021)* ₹ crore	YoY Revenue Growth %	Key Spending Areas	Segment Margin FY 2022 *(FY 2021)* %
Retail and Consumer Business	30,715 *(25,589)*	20.0	• Seamless and Unified Customer experience across channels, hyper personalization, last-mile delivery, marketplace, payments. • Supply chain transformation for speed and visibility. • Employee experience, automation, application and data modernization, cloud migration, cost optimization.	27.8 *(27.9)*
Manufacturing	18,610 *(15,950)*	16.7	• IT infrastructure modernization, cloud enablement, cybersecurity. • Plant safety, remote asset management, energy efficiency and decarbonization. • Supply chain resilience, process resilience. • Utilities invested in connected ecosystems, smart grids and front-end digital investments to enhance customer experience.	30.1 *(28.1)*
Life Sciences and Healthcare	20,462 *(16,968)*	20.6	• COVID-19 initiatives, connected labs, clinical trials, connected instruments, digital surgery and health.	30.0 *(31.0)*
Others	14,967 *(12,959)*	15.5	• Digital marketing and analytics, mergers, acquisitions and divestitures, digital workplace transformation, ERP modernization, cloud transformation, intelligent automation, data democratization, analytics and insights, cyber security. • IT operating model transformation, Agile & DevOps, vendor consolidation.	20.6 *(22.9)*

Business Outlook

Global growth is expected to moderate from 6.1% in 2021 to 3.6 percent in 2022[7], driven by withdrawal of monetary accommodation in major economies, continued supply side shortages and economic damage from the war in Ukraine. While enterprise spending on technology is expected to go up, growth is expected to moderate year on year at an industry level, leaving space for outperformance through market share gains and strong deal wins. Key themes expected to drive client spending, and continued business momentum for the company in FY 2023, include:

- **G&T Themes:**
  - **Customer Experience:** Continued focus on strengthening and deepening customer relationships through digital channels, reimagination of omnichannel journeys, immersive device-agnostic experiences using XR / Metaverse, and hyper-personalization.
  - **Product Innovation:** Accelerated spending on servitization to provide a connected experience and enable new business models.
  - **Sustainability**: New products and services aligned to the sustainability / SDG agenda, new systems to measure, track and reduce GHG emissions across the value chain towards Net Zero goals.
  - **Others:** Employee experience; B2B2C / D2C; M&A; supply chain modernization for better visibility, agility and resilience; purpose-driven, collaborative ecosystems to launch new offerings and new business models; smart manufacturing with greater automation, digital twins and predictive maintenance; industry transformation.
- **Technology:** Cloud migration; digital workplace; data estate and application modernization; cyber security; ERP modernization; low-code, no-code adoption; 5G/Edge adoption.
- **Operations:** AI/ML-led transformation of IT / business operations for greater resilience and leaner operating models; managed services models.

Enterprise Risk Management

While the world and businesses are recovering from the impact of the COVID-19 pandemic of the last two years, new external and internal risks continue to challenge businesses in every possible way amplifying existing risks. Not only are the nature of risks evolving, but the speed of risk is increasing with faster time to impact. Geo-political situations like the Russia Ukraine war have further forced global businesses to revisit their operations, delivery, supply chains and contractual aspects. Operating in an uncertain and ever-changing environment, TCS' global operations bring in considerable complexities and TCS' robust enterprise risk management framework aids in ensuring the strategic objectives are achieved. This framework enables risk identification, risk assessment, risk response planning and actions, risk monitoring and overall risk governance. Key Risk Indicators are used to identify and assess risks. The digital platform for integrated risk management provides an enterprise-wide view of risks covering strategic, operational, compliance, financial and catastrophic risks, providing a holistic approach towards informed decision making. Risks are assessed and managed at various levels with a top-down and bottom-up approach covering the enterprise, the business units, the geographies, the functions, the customer relationships and projects.

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[7] *World Economic Outlook, IMF, April 2022*

Listed below are some of the key risks, anticipated impact on the company and mitigation strategies.

Key Risks	Impact on the Company	Mitigation
Volatile global political and economic scenario	The company derives a material portion of its revenues from customers' discretionary spending which is linked to their business outlook. Geo-political disruptions such as the war in Ukraine and resultant volatility in the global economy, or trade wars may adversely affect that outlook resulting in reduced spending which could restrict revenue growth opportunities. This could also result in steep inflation globally which could impact client spending as well as increase TCS' cost of doing business. Additionally, there could be higher risk to service delivery, business continuity, cybersecurity, sanctions compliance and human rights risks in geo-politically sensitive zones.	• Broad-based business mix, well diversified across geographies and industry verticals. • Monitor changing geopolitical scenarios, the potential business implications and strengthen internal controls to further safeguard against secondary risks. • Offerings and value propositions targeting all stakeholders (in addition to the CIO) in the customer organization, covering discretionary as well as non-discretionary spends, and relevant at every point in the business cycle. • Participate in the customer's growth and transformation initiatives through services and offerings including advisory services, migration and modernization of applications and workplace transformation using location independent agile, deep contextual knowledge and data-driven analytics and dashboards. • Proactively investing in infrastructure and resourcing to satisfy anticipated customer demand for flexible products and platforms based solution offerings and subscription-based services to gain market share and new clients and markets. • More long-term contracting models. • Leverage business ecosystem through collaboration with partners, start-ups and alliances to participate in transformation initiatives of customers.

Key Risks	Impact on the Company	Mitigation
Disruption and uncertainty in business due to the COVID-19 pandemic	While presently the severity of the disease due to COVID-19 has reduced because of increased vaccination, as immunity may wane over a period of time, there is a risk of further waves and emergence of highly transmissible and more virulent variants. This may have an impact on the health and safety, emotional wellbeing and mobility of TCS' workforce, which in turn may impact service delivery and revenues. If large numbers of employees are affected, it could result in business disruption and necessitate higher spends for ensuring business resiliency. There could be hesitation to come back to office in the near future from employees who have been working remotely from their hometowns.	• Encourage new employees to get vaccinated as per the country level internal vaccination policies, government guidelines and including facilitating booster doses as available. • Employee well-being initiatives like 24*7 dedicated helpline for employees to address COVID-19 related help, queries for emotional support, interactive sessions, counseling services (TCS Cares), medical hotline to doctors, fitness sessions for employees and Covid Care Centres in TCS premises. • Enable employees to return to office while providing flexibility through the hybrid work model using Secure Borderless WorkSpaces (SBWS™) for remote working, while following safe protocols like masks and social distancing in offices. • Leverage emerging technology based tools to anticipate and be resilient for any upcoming COVID-19 waves / variants. • The COVID-19 Apex committee at Enterprise level continues to monitor the residual risks and coordinate global efforts required, based on frequent risk assessments. • Regular communication with customers about measures taken to maintain business services and reporting of their operations status. • Regular coordination with key suppliers for expeditious provisioning of assets critical for business services.

Key Risks	Impact on the Company	Mitigation
		• SOP for operating TCS Offices including implementing Safe Operating Zones for associates requiring to work from office, thermal screening, frequent sanitization of premises, social distancing layout etc. AI-based Workplace resilience tool implemented in Delivery Centres to aid in risk profiling and contact tracing. • Revised Business Continuity plans which are benchmarked against ISO 22301 in place, for hybrid mode of working and to address any future waves of the pandemic. • Remote working practices for managers and employees integrated into the Location Independent Agile delivery method, to ensure effectiveness and productivity. • Monitor changes in regulations related to the impact due to pandemic and align internal policies accordingly.
Talent risk due to huge demand for talent globally and attrition	The company's ability to attract, develop, motivate, and retain talent is critical to business success. Increase in attrition can impact TCS' ability to deliver existing business engagements and grow. Inability to attract experienced professionals with niche digital skills from the market, can also impact TCS' ability to grow.	• Commitment to organic talent development, best in class learning and development, linkage of career growth to learning, and preference to internal talent for new leadership positions, all incentivize planning of longer-term careers in TCS. • Focused tactical initiatives to retain talent using proactive as well as reactive initiatives; increased employee engagement. • Leveraging top employer brand and social networking sites and talent sourcing channels to tap into the passive pool. • Reducing talent acquisition cycle time to improve joining rates through innovative practices. • Upskill or cross-skill employees to improve competencies. • Engaging in various markets through investments in STEM/GoIT programs, building local talent, building reputation locally to attract talent, campus engagements, etc.

Key Risks	Impact on the Company	Mitigation
Restrictions on global mobility, location strategies	Distributed software development models require the free movement of people across countries and any restrictions in key markets pose a threat to the global mobility of skilled professionals. Restrictions on mobility due to the pandemic or geo-political developments, or due to legislations which limit the availability of work visas or which apply onerous eligibility criteria or costs leading to project delays and increased expenses.	• Ongoing monitoring of the global environment, working with advisors, partners and governments. • Material reduction in dependency on work visas through increased hiring of local talent including freshers, use of contractors, local mobility and training in all major markets. • Leveraging the SBWS™ model to source talent from anywhere and deliver from anywhere. Use of Location Independent Agile to promote systematic collaboration and reduce the need for co-location. • Active engagement in Science, Technology, Engineering and Math (STEM) initiatives designed to structurally increase the availability of engineering talent in major markets. • Greater brand visibility through event sponsorships, community outreach, showcasing of investments, innovation capabilities and employment generation. • Increased outreach to government stakeholders, trade bodies, think tanks and research institutes.
Business model challenges	Rapidly evolving technologies are changing technology consumption patterns, creating new classes of buyers within the enterprise, giving rise to entirely new business models and therefore new kinds of competitors.	• Investments in building scale and differentiated capabilities on emerging technologies through large scale reskilling, external hiring, research and innovation, solution development and IP asset creation leveraging deep contextual knowledge across customer specific domain, technologies and processes. • Establishment of focused business service units providing end-to-end transformational and operational solutions on leading cloud technology platforms spanning advisory, migration and modernization and support of applications.

Key Risks	Impact on the Company	Mitigation
	The COVID-19 pandemic has resulted in a major acceleration of technology investments by customers to make themselves future-proof and also to power the revival of their business. This is resulting in increased demands on the company's agility to keep pace with the rapidly changing customer expectations. Failure to cope may result in loss of market share and impact business growth. There is also increased focus on vendor consolidation and corporate restructuring and mergers and acquisitions in some customer industries.	• Staying relevant to customers by constantly launching new service practices and technology solutions including a new AI-Powered business command solution to help firms assess risk profiles and protect employees returning to offices and modernizing existing offerings and solutions. • Develop capabilities in organization divestiture and integration planning to cater to Merger and Acquisition induced demand for advisory and business consolidation related services. • Thought leadership by propagating the Business 4.0 framework leveraging the Machine First Delivery Model (MFDM™). Develop industry-specific best practices and Artificial Intelligence led products to enable customers derive greater business value and discover opportunities to transform and grow their businesses. • Implement Location Independent Agile methods to mitigate location constraints and pricing and margin pressures. • Constant scouring of the technology landscape through alliance partnerships, and strong connections in academia and the start-up ecosystem to spot new trends and technologies and launch offerings around them. • Enhancing ability to craft and win large deals. • Go to market solutions by working along with partners and alliances, to enable faster transformation turnaround times for clients.
Currency volatility	Volatility in currency exchange movements results in transaction and translation exposure. TCS' functional currency is the Indian Rupee. Appreciation of the Rupee against any major currency could impact the reported revenue in Rupee terms, the profitability and also result in collection losses.	• TCS follows a currency hedging policy that is aligned with market best practices, to limit impact of exchange volatility on receivables, forecasted revenue and other current assets and liabilities. • Hedging strategies are decided and monitored periodically by the Risk Management Committee of the Board convened on a regular basis.

Key Risks	Impact on the Company	Mitigation
Breach of data protection laws	The focus on data privacy and protection of personal data has increased significantly over the last few years. Legislations like GDPR in Europe carry severe consequences for non-compliance or breach. Many other countries have enacted or are enacting their Data Privacy regulations to ensure protection of personal data. Violation of data protection laws or security breaches can result in substantive liabilities, fines or penalties and reputational impact.	• Global privacy policy covering all geographies and areas of operations, which sets out the privacy principles and guidance for deployment. • Organization structure with the Global Privacy Office to strategise, monitor and guide deployment of data privacy framework across the enterprise. Data Protection Officers and other privacy officers have been appointed for TCS entities as required by local privacy regulations to monitor and drive implementation of data protection principles. Business Privacy Leaders are appointed to deploy compliance to the data privacy framework in all functions and business units. • Privacy Information Management Systems (ISO 27701:2019) adopted and certified. • Continuous monitoring and analysis of changes to regulatory and legal landscape and enhancing the data privacy framework. • Embedding privacy by design and privacy by default principles in development of new or changed internal processes or services or products. Robust and continued governance of personal data processing. • Data protection controls and robust risk response mechanisms in place to protect personal data in the TCS ecosystem and also in the customer engagements. • Industry standard data masking and encryption technologies to protect personal data. • Vendors and third parties contracted with privacy obligations and tracked for compliance based on risk assessment. • Mandatory trainings and workshops on data protection, Privacy by Design and global privacy regulations. Continuous awareness campaigns through blog posts, email broadcasts, gamification, roadshows and online events. • Implementing and maintaining data transfer agreements, where required for the transfer of data across jurisdictions. • Periodic reviews and audits by independent audit firm to verify compliance to obligations in addition to internal audits across the ecosystem.

Key Risks	Impact on the Company	Mitigation
Cyber attacks	Risks of cyber-attacks are forever a threat on account of the fast-evolving nature of the threat. There is also an increased risk due to various pandemic themed cyber threats and attacks due to geo-political drivers. In addition to impact on business operations, a security breach could result in reputational damage, penalties and legal and financial liabilities. **Market Opportunity:** Enterprises are increasing their investments in building cyber resilience to be able to detect and foil intrusion attempts, and limit the impact. This presents an opportunity to expand customer relationships and become the preferred cyber security partner.	• Advanced tools based on AI/ML aiding prevention and detection requirements with quarantine capabilities, including Perimeter security controls with advanced tools, enhanced internal vulnerability detection, data leak prevention tools, defined and tested incident management and recovery process in compliance with industry best practices. • Continued reinforcement of stringent security policies and procedures including enhanced security measures and awareness building to combat pandemic-themed threats like phishing, soliciting for fraudulent causes or charities, suspicious pleas and communication through social media, text or calls. • Close collaboration with Computer Emergency Response Team (CERT) and other private Cyber Intelligence agencies, and enhanced awareness of emerging cyber threats. • Enterprise-wide training and awareness programs on Information Security including the extensively used enterprise-wide communication and collaboration platforms accessed through mobile or desktop channels. • Strict access controls including non-persistent passwords (OTP) for secure access to enterprise applications/network. Special handling of privileged administrator accounts. Rigorous access management on all Cloud deployments. • Encryption of data, data back-up and recovery mechanisms for ensuring business continuity. • Ability to isolate TCS enterprise network from client network and defined escalation mechanisms to handle security incidents in client environment.

Key Risks	Impact on the Company	Mitigation
		• Periodic rigorous testing to validate effectiveness of controls through Vulnerability Assessment and Penetration Testing. • Internal and external audits, red teaming, breach and attack simulation. **Market opportunity** • Investments in building local threat management centers across the world, and the launch of new services and solutions including the Cyber Defense Suite, are helping TCS gain traction in this rapidly growing opportunity.
Non-compliance to complex and changing global regulations	As a global organization, the company has to comply with a complex regulatory landscape across multiple jurisdictions, covering areas such as Employment and Labour, Immigration, Taxation, Foreign Exchange and Export Control, Sanctions, Environment, Health and Safety, Anti-Bribery and Anti-Corruption, Data Privacy and so on. The laws and regulations are continuously evolving, increasing in number and complexity. This has resulted in greater compliance risk and cost of compliance for the company. The fast pace of changes in the regulatory environment requires quick understanding of their implications and adaptation in business operations. Failure to comply could result in penalties, reputational damage and criminal prosecution.	• Deployment of a comprehensive global compliance management framework that enables tracking of changes to applicable laws and regulations across various jurisdictions, including new countries of operations and functional areas. • Operationalizing regulatory requirements through business policies and processes. • Clear accountability for compliance obligations and digitized tracking of such activities with evidence and verification. • Periodic regulatory compliance certification, which is fully digitized enables self-governance and covers compliance across all the locations of the company. • Adequate and effective internal controls to comply with regulations and to keep a check on unlawful and fraudulent activities and internal audits to provide assurance. • Strong focus on fostering ethical and compliance culture; Awareness through web-based compliance training courses for all staff and regular notifications/alerts on regulatory changes communicated to stakeholders. • Strong governance at board, executive and management level through compliance committees and compliance working groups.

Key Risks	Impact on the Company	Mitigation
Intellectual Property (IP) infringement and leakage	Risk of infringement of third-party IPs by TCS may lead to potential liabilities, increased litigation and impact reputation. Inadequate protection of TCS' IP may lead to loss of IP leading to potential loss of ownership rights, revenue and value.	• TCS has established an industry leading IP management framework (IP 4.0) and accordingly has institutionalized frameworks, processes and procedures that address the risk of infringement of third-party IP while ensuring safeguarding of TCS' own IP assets. This strong focus on IP-led growth driven based on the 3P (Patents, Products and Platforms) strategy is contributing significantly towards thinning the competition for TCS. • TCS has established a centralized IP and Software Product Engineering group that strives to build an IP thinking culture and hence covering the IP related awareness aspects effectively. • There is a well-defined (software) asset lifecycle governance framework that incorporates policy guidance and risk mitigation guidelines on IP, Legal, software product engineering and business-related risks. • IP Governance program that ensures that there is right access and right use of TCS IP, customer IP, partner IP, and third-party IP in service and partner engagements. • Other key controls include employee confidentiality agreement, training and awareness for IP protection and prevention of IP contamination and infringement. Digitized system to enable strict controls around movement of people and information across TCS' product teams and customer account teams. • Technology inventions are celebrated in TCS by running special programs such as "Invent & Inspire" wherein top inventors and their invention stories are recognized for their success and impact on business.

Key Risks	Impact on the Company	Mitigation
Litigation risks	Given the scale and geographic spread of the company's operations, litigation risks can arise from commercial disputes, perceived violation of intellectual property rights and employment related matters. TCS' rising profile and scale also makes it a target to litigations without any legal merit. This risk is inherent to doing business across the various countries and commensurate with risk faced by other players similarly placed in the industry. In addition to incurring legal costs and distracting management, litigations garner negative media attention and pose reputation risk. Adverse rulings can result in substantive damages.	• Strengthening internal processes and controls to adequately ensure compliance with contractual obligations, information security and protection of intellectual property. • Improved governance and controls over immigration process /increasing localization and sensitization of business managers. • Potential disputes are promptly brought to the attention of management and dealt with appropriately. • Team of in-house counsels in all major geographies and a network of reputed global law firms in countries it operates in. • Robust mechanism to track and respond to notices as well as defend the company's position in all claims and litigation.
Sustainability Risks - Climate change and Environmental aspects[9]	Growing scientific evidence indicates that extreme weather conditions like intense winter storms, rainfall, cyclones, droughts, are attributable to climate change. As a result of changing weather and seasonal patterns, there are also increasing cases of seasonal diseases, epidemics and pandemics besides threat to human safety and business disruption. With globally distributed operations, the company faces physical risks to life and property due to extreme weather events; transition risks resulting from disruptions in the market and emerging regulations; disruptions to operations due to water scarcity; risks of	• An environmentally sustainable approach is adopted by creating green policies, processes, frameworks and infrastructure. All TCS Centers globally continue to be certified under the ISO14001:2015 Environment Management Standard. • Delivery centers designed to withstand extreme weather events. Business Continuity plans tested periodically to ensure effectiveness. • Green buildings, efficient operations, green IT, the use of renewable energy to reduce carbon footprint; adoption of newer technologies and methods to manage waste in line with circular economy principles. • Operational and engineering controls to minimize freshwater consumption, upgradation of water infrastructure and more water efficient systems. • Water management through sewage treatment, recycling of treated water and rainwater harvesting.

[9] *GRI 201-2*

Key Risks	Impact on the Company	Mitigation
	inadvertent non-compliance to emerging regulatory requirements around circular economy, e-waste and solid waste regulations, impacting health and safety in local communities, business disruption and reputational damage. **Market dimension and opportunity:** • There is also a commercial opportunity to participate in customers' climate change mitigation journey by leveraging TCS' core competencies. • As TCS moves towards its net-zero goal by 2030, being a socially responsible and purposeful organization brings opportunities to attract young talent.	• Supply Chain sustainability through responsible sourcing. • Year-round associate engagement on environmental awareness and sensitizing them towards nature and conservation of resources. • Initiatives like TCS Circle4Llife™ and sustainathons to come up with technology-led innovations to safeguard environment. **Market dimension and opportunity**: • As enterprises look to reduce their own carbon footprint and cater to the growing demand more environmentally friendly products and services, it opens up new business opportunities for TCS to provide technology-led solutions to help them realize their green plans. • Key solution areas include designing sustainability strategy, sustainability innovation, sustainable consumer analytics and sustainable dashboards. • Additionally, TCS products and solutions such as TCS Clever Energy™, Envirozone™, ESG integration Solution, help customers accelerate their sustainability journeys.

Internal Financial Control Systems and their Adequacy

TCS has aligned its current systems of internal financial control with the requirement of Companies Act 2013, on the lines of the globally accepted risk-based framework issued by the Committee of Sponsoring Organizations (COSO) of the Treadway Commission. The Internal Control – Integrated Framework (the 2013 framework) is intended to increase transparency and accountability in an organization's process of designing and implementing a system of internal control. The framework requires a company to identify and analyze risks and manage appropriate responses. The company has successfully laid down the framework and ensured its effectiveness.

TCS' internal controls are commensurate with its size and the nature of its operations. These have been designed to provide reasonable assurance with regard to recording and providing reliable financial and operational information, complying with applicable statutes, safeguarding assets from unauthorized use, executing transactions with proper authorization and ensuring compliance with corporate policies. TCS has a well-defined delegation of power with authority limits for approving contracts as well as expenditure. Processes for formulating and reviewing annual and long-term business plans have been laid down. TCS uses a state-of-the-art enterprise resource planning (ERP) system that connects all parts of the organization, to record data for accounting, consolidation and management information purposes. It has continued its efforts to align all its processes and controls with global best practices.

TCS management assessed the effectiveness of the company's internal control over financial reporting (as defined in Regulation 17 of SEBI LODR Regulations 2015) as of March 31, 2022.

B S R & Co. LLP, the statutory auditors of TCS have audited the financial statements included in this annual report and have issued an attestation report on the company's internal control over financial reporting (as defined in section 143 of Companies Act 2013).

TCS has appointed Ernst & Young LLP to oversee and carry out internal audit of its activities. The audit is based on an internal audit plan, which is reviewed each year in consultation with the statutory auditors and approved by the audit committee. In line with international practice, the conduct of internal audit is oriented towards the review of internal controls and risks in the company's operations such as software delivery, accounting and finance, procurement, employee engagement, travel, insurance, IT processes, including most of the subsidiaries and foreign branches.

TCS also undergoes periodic audit by specialized third party consultants and professionals for business specific compliances such as quality management, service management, information security, etc. The audit committee reviews reports submitted by the management and audit reports submitted by internal auditors and statutory auditors. Suggestions for improvement are considered and the audit committee follows up on corrective action. The audit committee also meets TCS' statutory auditors to ascertain, inter alia, their views on the adequacy of internal control systems and keeps the board of directors informed of its major observations periodically.

Based on its evaluation (as defined in section 177 of Companies Act 2013 and Regulation 18 of SEBI LODR Regulations 2015), TCS' audit committee has concluded that, as of March 31, 2022, the company's internal financial controls were adequate and operating effectively.

Performance Trend – 10 years

Amounts in ₹ Crore

	Ind AS								Indian GAAP			
	FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Revenue from operations												
Total revenue from operations	191,754	164,177	164,177	156,949	146,463	123,104	117,966	108,646	94,648	94,648	81,809	62,989
Revenue by geographic segments												
Americas	100,072	84,278	84,278	82,000	77,562	66,145	66,091	60,011	51,053	51,053	45,259	35,247
Europe	61,142	52,346	52,346	48,037	43,456	34,155	30,038	29,092	26,730	26,730	23,433	16,813
India	9,805	8,449	8,449	8,964	8,393	7,921	7,415	6,729	6,108	6,108	5,488	4,890
Others	20,735	19,104	19,104	17,948	17,052	14,883	14,422	12,814	10,757	10,757	7,629	6,039
Cost												
Employee cost	107,554	91,814	91,814	85,952	78,246	66,396	61,621	55,348	48,296	50,924	40,486	31,922
Other operating cost	31,143	25,817	27,035	28,888	28,711	24,192	24,034	22,621	19,242	19,242	16,170	13,027
Total cost (excluding interest & depreciation)	138,697	117,631	118,849	114,840	106,957	90,588	85,655	77,969	67,538	70,166	56,656	44,949
Profitability												
EBITDA (before other income)	53,057	46,546	45,328	42,109	39,506	32,516	32,311	30,677	27,110	24,482	25,153	18,040
Profit before tax	51,687	44,978	43,760	42,248	41,563	34,092	34,513	31,840	28,437	25,809	25,402	18,090
Profit after tax attributable to shareholders of the Company	38,327	33,388	32,430	32,340	31,472	25,826	26,289	24,270	21,912	19,852	19,164	13,917
Financial Position												
Equity share capital	366	370	370	375	375	191	197	197	196	196	196	196
Reserves and surplus	88,773	87,014	86,063	83,751	89,071	84,937	86,017	70,875	52,499	50,439	48,999	38,350
Gross block of property, plant and equipment	30,300	28,658	28,658	26,444	24,522	22,720	20,891	19,308	16,624	16,624	13,162	10,996
Total investments	30,485	29,373	29,373	26,356	29,330	36,008	41,980	22,822	1,662	1,662	3,434	1,897
Net current assets	65,959	66,076	65,125	63,177	70,047	63,396	65,804	47,644	30,726	28,495	27,227	19,734
Earnings per share in ₹												
EPS - as reported	103.62	89.27	86.71	86.19	83.05	134.19	133.41	123.18	111.87	101.35	97.67	70.99
EPS - adjusted for Bonus Issue	103.62	89.27	86.71	86.19	83.05	67.10	66.71	61.59	55.94	50.68	48.84	35.50
Headcount (number)												
Headcount (including subsidiaries) as on March 31st	592,195	488,649	488,649	448,464	424,285	394,998	387,223	353,843	319,656	319,656	300,464	276,196

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

Excluding the impact of one-time employee reward.

Overview of Funds Invested

Funds invested exclude earmarked balances with banks and equity shares measured at fair value through other comprehensive income. (₹ crore)

	FY 2022	FY 2021	FY 2022	FY 2021	FY 2022	FY 2021
	Current		Non-current		Total funds invested	
Investments in mutual funds, Government securities and others	**30,262**	29,160	**187**	175	**30,449**	29,335
Deposits with banks	**15,784**	3,848	**1,232**	719	**17,016**	4,567
Inter-corporate deposits	**6,074**	11,229	**303**	27	**6,377**	11,256
Cash and bank balances	**2,211**	5,272	**-**	-	**2,211**	5,272
Total	**54,331**	**49,509**	**1,722**	**921**	**56,053**	**50,430**

Total invested funds include ₹1,722 crore and ₹1,306 crore for FY 2022 and FY 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Ratio Analysis – 10 years

Ratio Analysis		Ind AS								Indian GAAP			
	Unit	FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Ratios - Financial Performance													
Employee Cost / Total Revenue	%	56.1	55.9	55.9	54.8	53.4	53.9	52.2	50.9	51.0	53.8	49.5	50.7
Other Operating Cost / Total Revenue	%	16.2	15.7	16.5	18.4	19.6	19.7	20.4	20.9	20.4	20.3	19.8	20.7
Total cost (excluding interest & depreciation) / Total Revenue	%	72.3	71.6	72.4	73.2	73.0	73.6	72.6	71.8	71.4	74.1	69.3	71.4
EBITDA (Before Other Income) / Total Revenue	%	27.7	28.4	27.6	26.8	27.0	26.4	27.4	28.2	28.6	25.9	30.7	28.6
Profit Before Tax / Total Revenue	%	27.0	27.4	26.7	26.9	28.4	27.7	29.3	29.3	30.0	27.3	31.1	28.7
Tax / Total Revenue	%	6.9	7.0	6.8	6.2	6.8	6.7	6.9	6.9	7.2	6.6	7.4	6.4
Effective Tax Rate - Tax / PBT	%	25.6	25.5	25.6	23.2	24.1	24.1	23.6	23.6	23.5	23.7	23.9	22.2
Profit After Tax / Total Revenue	%	20.0	20.3	19.8	20.6	21.5	21.0	22.3	22.3	23.2	21.0	23.4	22.1
Ratios - Growth													
Total Revenue	%	16.8	4.6	4.6	7.2	19.0	4.4	8.6	14.8	15.7	15.7	29.9	28.8
EBITDA (Before Other Income)	%	14.0	10.5	7.6	6.6	21.5	0.6	5.3	25.3	7.8	(2.7)	39.4	25.0
Profit After Tax	%	14.8	3.2	0.3	2.8	21.9	(1.8)	8.3	22.3	14.3	3.6	37.7	33.6
Ratios - Balance Sheet													
Debt (excluding lease liabilities) - Equity Ratio	Times	-	-	-	-	-	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Current Ratio	Times	2.6	3.0	2.9	3.3	4.2	4.6	5.5	4.1	3.9	2.4	2.7	2.7
Days Sales Outstanding (DSO) in ₹ terms	Days	65	67	67	71	68	74	70	81	79	79	81	82
Days Sales Outstanding (DSO) in $ terms	Days	64	68	68	67	69	74	73	80	78	78	82	82

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

#Excluding the impact of one-time employee reward.

Ratio Analysis		Ind AS								Indian GAAP			
	Unit	FY 2022	FY 2021*	FY 2021	FY 2020	FY 2019	FY 2018	FY 2017	FY 2016	FY 2015#	FY 2015	FY 2014	FY 2013
Invested Funds / Capital Employed	%	57.4	52.6	53.1	47.7	55.2	55.6	55.8	45.8	42.3	43.9	44.0	37.2
Capital Expenditure / Total Revenue	%	1.5	1.9	1.9	2.0	1.5	1.5	1.7	1.8	3.1	3.1	3.8	4.2
Operating Cash Flows / Total Revenue	%	20.8	23.6	23.6	20.6	19.5	20.4	21.4	17.6	20.5	20.5	18.0	18.4
Free Cash Flow / Operating Cash Flow Ratio	%	92.6	91.9	91.9	90.5	92.5	92.8	92.3	89.7	84.8	84.8	78.9	77.3
Depreciation of Property, Plant and Equipment (PPE) / Average Gross Block of PPE	%	9.1	8.7	8.7	8.6	8.5	9.1	9.5	10.0	11.7	11.7	10.6	10.2
Ratios - Per Share													
EPS - adjusted for Bonus	₹	103.62	89.27	86.71	86.19	83.05	67.10	66.71	61.59	55.94	50.68	48.84	35.50
Price Earning Ratio, end of year	Times	36.1	35.6	36.6	21.2	24.1	21.2	18.2	20.4	22.8	25.1	21.8	22.1
Dividend Per Share	₹	43.00	38.00	38.00	73.00	30.00	50.00	47.00	43.50	79.00	79.00	32.00	22.00
Dividend Per Share - adjusted for Bonus	₹	43.00	38.00	38.00	73.00	30.00	25.00	23.50	21.75	39.50	39.50	16.00	11.00
Market Capitalisation / Total Revenue	Times	7.1	7.2	7.2	4.4	5.1	4.4	4.1	4.6	5.3	5.3	5.1	4.9

Note : The Company transitioned into Ind AS from April 1, 2015.

*Excluding provision towards legal claim.

#Excluding the impact of one-time employee reward.

Corporate Governance Report

I. Company's Philosophy on Corporate Governance

Effective corporate governance practices constitute the strong foundation on which successful commercial enterprises are built to last. The Company's philosophy on corporate governance oversees business strategies and ensures fiscal accountability, ethical corporate behaviour and fairness to all stakeholders comprising regulators, employees, customers, vendors, investors and the society at large.

Strong leadership and effective corporate governance practices have been the Company's hallmark inherited from the Tata culture and ethos.

The Company follows the Tata Group philosophy of building sustainable businesses that are rooted in the community and demonstrate care for the environment. Being a part of the Tata Group, which epitomizes sustainability, TCS has inherited a strong legacy of fair and transparent ethical governance, as embodied in the Tata Code of Conduct (TCoC).

The Company has adopted a Code of Conduct for its employees including the Managing Director and the Executive Directors.

In addition, the Company has adopted a Code of Conduct for its non-executive directors which includes Code of Conduct for Independent Directors that suitably incorporates the duties of independent directors as laid down in the Companies Act, 2013 ("the Act").

The Company's corporate governance philosophy has been further strengthened through the Tata Business Excellence Model, the TCS Code of Conduct for Prevention of Insider Trading and the Code of Corporate Disclosure Practices ("Insider Trading Code"). The Company has in place an Information Security Policy that ensures proper utilization of IT resources.

The Company is in compliance with the requirements stipulated under Regulation 17 to 27 read with Schedule V and clauses (b) to (i) and (t) of sub-regulation (2) of Regulation 46 of Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations"), as applicable, with regard to corporate governance.

The details of TCS' board structure and the various committees that constitute the governance structure[1] of the organization are covered in detail in this report.

[1] GRI 2-9

The various material aspects of corporate governance and TCS' approach to them are discussed in the table below:

Material Topic	TCS' Approach
Board effectiveness, independence and protection of minority shareholders' interests	Board effectiveness is enhanced by setting a high bar in selecting the right mix of individuals to serve on the Board, with the right qualifications, expertise and experience, who can collectively serve the best interests of all stakeholders, maintain board and management accountability and drive corporate ethics, values and sustainability. Profiles of Board members are available at https://www.tcs.com/ir-corporate-governance For greater diversity of opinions and perspectives within the Board, the Nomination and Remuneration Committee[2] has fostered diversity in terms of backgrounds, areas of expertise and: • Gender: 2 of the 9 (22.2 percent) members are women. • Nationality: 3 nationalities represented – Indian, American and Danish. • Industry: Technology, Banking, Energy, Transportation and Academia. TCS' policy on Appointment of Directors and Board Diversity can be found at https://on.tcs.com/appointment-BoD. Board independence is ensured by having an independent majority, with 5 independent directors out of 9 i.e., 55.6 percent. None of the independent directors is related to each other, or to the non-independent directors. Average tenure of independent directors is 5 years.
	Board effectiveness is further improved by ensuring that none of the directors holds directorships in more than seven listed entities, and none of the executive directors serve as an independent director on the Boards of more than three listed entities. TCS' governance philosophy around minority shareholders' interests is guided by the TCoC which emphasizes fairness and transparency to all stakeholders. Further a qualified, diverse and independent Board ensures that minority shareholders' interests are protected. TCS strives to reduce information asymmetry through transparency, extensive disclosures and detailed commentary of the demand environment and the state of the business, and material developments. The Company provides a variety of channels including a structured global investor outreach program, through which minority shareholders can interact with the management or the Board. Shareholders can communicate concerns and grievances to the Company Secretary's office through a well-publicized channel, where complaints are tracked to closure. The Stakeholders' Relationship Committee oversees the redressal of these complaints.

[2] GRI 2-10

Material Topic	TCS' Approach
Avoidance of conflict of interest[3]	Chairmanship[4] of the Board is a non-executive position, and separate from that of the Chief Executive Officer and Managing Director (CEO and MD). TCoC[5] for non-executive directors, and for independent directors, carries explicit clauses covering avoidance of conflict of interest. Likewise, it explicitly prohibits any employee – including the Managing Director and executive directors – from accepting any position of responsibility, with or without remuneration, with any other organization without TCS' prior written approval. For executive directors and the Managing Director, such approval must be obtained from the Board.
Values, Ethics and compliance[6]	Over the last five decades, TCS has consistently demonstrated very principled conduct and has earned its reputation for trust and integrity while building a highly successful global business. The Company's core values are: Leading Change, Integrity, Respect for the Individual, Excellence, and Learning and Sharing. The TCoC serves as a moral guide and a governing framework for responsible corporate citizenship. It sets out guidelines on various topics including respect for human rights, prohibition of bribery and corruption, recognition of employees' freedom of association, and avoidance of conflicts of interest. Every employee is required to sign the TCoC at the time of joining the Company. Annual refresher courses are mandated to ensure continued awareness of the Code. Further, frequent communications from the leadership reiterate the importance of the company values and the TCoC.

[3] GRI 2-15

[4] GRI 2-11

[5] https://www.tcs.com/tata-code-of-conduct

[6] GRI 2-12

Material Topic	TCS' Approach
	Customers are made aware of the TCoC principles in contract discussions, and through inclusion of specific clauses in proposals and contracts. Employees can raise ethics concerns on Ultimatix – the intranet portal of the Company, which are investigated and tracked to closure by the HR department. Employees and other stakeholders can also report any non-compliance to the TCoC or to the laws of the land by senior executives directly to the Chairman of the Audit Committee under the Whistle blower Policy without fear of retaliation. Information about these channels is communicated to employees as part of the mandatory training modules. Compliance to laws of the countries in which we operate, as well as global legislation such as Foreign Corrupt Practices Act, Bribery Act, 2010 is monitored through formal compliance procedures led by the corporate compliance office. Changes to legislation are closely monitored, risks are evaluated and effectively managed across our operations. Governance, Risk and Compliance are overseen by the Chief Compliance Officer, Chief Risk Officer and the Chief HR Officer who report to the Chief Operating Officer and Executive Director (COO and ED), and CEO and MD respectively. At the apex level, the Audit Committee headed by an Independent Director oversees compliance to the TCoC, Anti-Bribery and Anti-Corruption Policy and Gift and Hospitality Policy. and to external regulations.

Material Topic	TCS' Approach
Tax Strategy[7]	TCS is committed to comply with the applicable laws and regulations, and believes in reporting to the respective tax authority, relevant information that is complete and accurate, in a timely manner. TCS does not engage in aggressive and contrived tax planning or tax structuring for the purpose of gaining tax advantages. TCS's tax policy is to optimize the tax cost, avail tax incentives where available, while achieving 100 percent compliance with the spirit as well as the letter of the tax laws and regulations in all countries in which it operates. Compliance is achieved through a robust compliance reporting and monitoring process, with a strong governance on minimizing the tax risk. TCS has zero tolerance towards tax evasion, or the facilitation of tax evasion, by itself or by its employees or vendors. TCS maintains open and collaborative relationships with governments and tax authorities worldwide. Where appropriate, TCS seeks advance clearance from tax authorities on the proposed tax treatment of transactions, helping pre-empt future disputes.

Material Topic	TCS' Approach
Board Oversight of Sustainability Matters[8]	TCS' approach to sustainable growth is built on the belief that it can expand its business by creating longer term value for all its stakeholders, including employees, customers, suppliers and local communities, while also valuing the environment. The various sustainability topics material to TCS are overseen by the relevant Board committees, as outlined below:

Material Sustainability Topics	Board Committee
Financial reporting, robustness of internal controls, auditor remuneration, compliance to policies around insider trading, whistle blower, ethics and Tata Code of Conduct	Audit Committee
Risk management policy and plan, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks	Risk Management Committee
Recommend composition of Board and its committees, appointment/re-appointment of directors and KMP, evaluation of the performance of the Board, Committees and Directors	Nomination and Remuneration Committee
Health and safety at the workplace, shareholder grievances and other sustainability initiatives	Stakeholders' Relationship Committee
Community initiatives and Corporate Social Responsibility compliance	Corporate Social Responsibility Committee

7 GRI 207-1

8 GRI 2-12, GRI 2-14

Material Topic	TCS' Approach
Succession planning	TCS' philosophy of empowering employees, its industry-leading talent retention, and a decentralized organization structure that devolves executive decision-making across over 150 business units have resulted in a large and deep bench of leadership talent that enables robust succession planning and continuity and consistency in strategy. Succession planning for the top two leadership positions in each business unit is reviewed by senior management. Additionally, heads of business units carry out succession planning for key functions within their units. Succession planning at senior management levels is reviewed by the Board. Business or unit heads are invited to present on specific topics at Board meetings from time to time, offering an opportunity to the directors to assess their values, competencies, and capabilities.

II. Board of Directors

i. As on March 31, 2022, the Company has nine Directors. Of the nine Directors, seven (i.e. 77.8 percent) are Non-Executive Directors out of which five (i.e. 55.6 percent) are Independent Directors including women directors. The composition of the Board is in conformity with Regulation 17 of the SEBI Listing Regulations read with Section 149 and 152 of the Act.

ii. None of the Directors on the Board:

- holds directorships in more than ten public companies;
- serves as Director or as independent directors in more than seven listed entities; and
- who are the Executive Directors serves as independent directors in more than three listed entities.

Necessary disclosures regarding Committee positions in other public companies as on March 31, 2022 have been made by the Directors. None of the Directors is related to each other except N Ganapathy Subramaniam and N Chandrasekaran.

iii. Independent Directors are non-executive directors as defined under Regulation 16(1)(b) of the SEBI Listing Regulations and Section 149(6) of the Act along with rules framed thereunder. In terms of Regulation 25(8) of SEBI Listing Regulations, they have confirmed that they are not aware of any circumstance or situation which exists or may be reasonably anticipated that could impair or impact their ability to discharge their duties. Based on the declarations received from the Independent Directors, the Board of Directors has confirmed that they meet the criteria of independence as mentioned under Section 149(6) of the Act and Regulation 16(1)(b) of the SEBI Listing Regulations and that they are independent of the management. Further, the Independent Directors have included their names in the data bank of Independent Directors maintained with the Indian Institute of Corporate Affairs in terms of Section 150 of the Act read with Rule 6 of the Companies (Appointment and Qualification of Directors) Rules, 2014.

iv. Five Board Meetings were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days. The said meetings were held on:

April 12, 2021; July 8, 2021; October 8, 2021; January 12, 2022 and March 10, 2022. The necessary quorum was present for all the meetings.

v. The names and categories of the directors on the Board, their attendance at Board Meetings held during the year under review and at the last Annual General Meeting ("AGM"), name of other listed entities in which the Director is a director and the number of Directorships and Committee Chairmanships/Memberships held by them in other public limited companies as on March 31, 2022 are given herein below. Other directorships do not include directorships of private limited companies, foreign companies and companies registered under Section 8 of the Act. Further, none of them is a member of more than ten committees or chairman of more than five committees across all the public limited companies in which he/she is a director. For the purpose of determination of limit of the Board Committees, chairpersonship and membership of the Audit Committee and Stakeholders' Relationship Committee has been considered as per Regulation 26(1)(b) of SEBI Listing Regulations.

Name of the Director and DIN	Category	Number of Board Meetings attended during the FY 2022	Whether attended last AGM held on June 10, 2021	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
N Chandrasekaran (Chairman) DIN 00121863	Non-Independent, Non-Executive	5	Yes	7	-	-	-	1. Tata Steel Limited @ 2. Tata Motors Limited@ 3. Tata Consumer Products Limited (Formerly known as Tata Global Beverages Limited) @ 4. The Tata Power Company Limited @ 5. The Indian Hotels Company Limited @ 6. Tata Chemicals Limited @
Rajesh Gopinathan (Chief Executive Officer and Managing Director) DIN 06365813	Non-Independent, Executive	5	Yes	-	-	-	-	-
N Ganapathy Subramaniam (Chief Operating Officer and Executive Director) DIN 07006215	Non-Independent, Executive	5	Yes	1	2	-	-	1. Tata Elxsi Limited @ 2. Tata Communications Limited @ 3. Tejas Networks Limited @

Name of the Director and DIN	Category	Number of Board Meetings attended during the FY 2022	Whether attended last AGM held on June 10, 2021	Number of Directorships in other Public Companies		Number of Committee positions held in other Public Companies		Directorship in other listed entity (Category of Directorship)
				Chairman	Member	Chairman	Member	
O P Bhatt DIN 00548091	Independent, Non-Executive	5	Yes	-	4	2	5	1. Hindustan Unilever Limited # 2. Tata Steel Limited # 3. Tata Motors Limited # 4. Aadhar Housing Finance Limited (Debt Listed) #
Aarthi Subramanian DIN 07121802	Non-Independent, Non-Executive	5	Yes	2	5	1	3	Tata Capital Limited (Debt Listed) @
Dr Pradeep Kumar Khosla DIN 03611983	Independent, Non-Executive	5	Yes	-	-	-	-	-
Hanne Sorensen DIN 08035439	Independent, Non-Executive	5	Yes	-	1	-	2	Tata Motors Limited #
Keki Mistry DIN 00008886	Independent, Non-Executive	5	Yes	1	4	1	5	1. Housing Development Finance Corporation Limited $ 2. Torrent Power Limited # 3. HDFC Life Insurance Company Limited ^ 4. HDFC Asset Management Company Limited@
Don Callahan DIN 08326836	Independent, Non-Executive	5	Yes	-	-	-	-	-

Category of directorship held:

@Non-Independent, Non-Executive *# Independent, Non-Executive* *$ Executive Director* *^ Nominee, Non-Executive*

Due to the exceptional circumstances caused by the COVID-19 pandemic and consequent relaxations granted by MCA and SEBI, all Board meetings in FY 2022 were held through video conferencing.

vi. During FY 2022, information as mentioned in Part A of Schedule II of the SEBI Listing Regulations, has been placed before the Board for its consideration.

vii. During FY 2022, one meeting of the Independent Directors was held on April 8, 2021. The Independent Directors, *inter-alia*, reviewed the performance of Non-Independent Directors, Board as a whole and Chairman of the Company, taking into account the views of Executive Directors and Non-Executive Directors.

viii. The Board periodically reviews the compliance reports of all laws applicable to the Company.

ix. Details of equity shares of the Company held by the Directors as on March 31, 2022 are given below:

Name	Category	Number of equity shares
N Chandrasekaran	Non-Independent, Non-Executive	1,77,056
Aarthi Subramanian	Non-Independent, Non-Executive	5,600
Rajesh Gopinathan	Non-Independent, Executive	2,760
N Ganapathy Subramaniam	Non-Independent, Executive	1,97,760
Keki Mistry*	Independent, Non-Executive	4,150

**includes shares held jointly with relative*

The Company has not issued any convertible instruments.

x. The Board has identified the following skills/expertise/competencies fundamental for the effective functioning of the Company which are currently available with the Board:

Global Business	Understanding, of global business dynamics, across various geographical markets, industry verticals and regulatory jurisdictions.
Strategy and Planning	Appreciation of long-term trends, strategic choices and experience in guiding and leading management teams to make decisions in uncertain environments.
Governance	Experience in developing governance practices, serving the best interests of all stakeholders, maintaining board and management accountability, building long-term effective stakeholder engagements and driving corporate ethics and values.

The eligibility of a person to be appointed as a Director of the Company is dependent on whether the person possesses the requisite skill sets identified by the Board as above and whether the person is a proven leader in running a business that is relevant to the Company's business or is a proven academician in the field relevant to the Company's business. Being an IT service provider, the Company's business runs across different industry verticals, geographical markets and is global in nature. The Directors so appointed are drawn from diverse backgrounds and possess special skills with regard to the industries/fields from where they come.

III. Committees of the Board

i. There are six Board Committees as on March 31, 2022, details of which are as follows:

<table>
<tr><th>Name of the Committee</th><th>Extract of terms of reference</th><th>Category and composition</th><th>Other details</th></tr>
<tr>
<td>Audit Committee</td>
<td>Committee is constituted in line with the provisions of Regulation 18 of SEBI Listing Regulations and Section 177 of the Act.
• Oversight of financial reporting process.
• Reviewing with the management, the annual financial statements and auditors' report thereon before submission to the Board for approval.
• Evaluation of internal financial controls and risk management systems.
• Recommendation for appointment, remuneration and terms of appointment of auditors of the Company.
• Approve policies in relation to the implementation of the Insider Trading Code and to supervise implementation of the same.
• To consider matters with respect to the TCoC, Anti-Bribery and Anti-Corruption Policy and Gift and Hospitality Policy.</td>
<td><table>
<tr><th>Name</th><th>Category</th></tr>
<tr><td>Keki Mistry (Chairman)</td><td>Independent, Non-Executive</td></tr>
<tr><td>O P Bhatt</td><td>Independent, Non-Executive</td></tr>
<tr><td>Aarthi Subramanian</td><td>Non-Independent, Non- Executive</td></tr>
<tr><td>Dr Pradeep Kumar Khosla</td><td>Independent, Non-Executive</td></tr>
<tr><td>Hanne Sorensen</td><td>Independent, Non-Executive</td></tr>
<tr><td>Don Callahan</td><td>Independent, Non-Executive</td></tr>
</table></td>
<td>• Four meetings of the Audit Committee were held during the year under review and the gap between two meetings did not exceed one hundred and twenty days.
• Committee invites such of the executives as it considers appropriate, representatives of the statutory auditors and internal auditors, to be present at its meetings.
• The Company Secretary acts as the Secretary to the Audit Committee.
• Pradeep Manohar Gaitonde, Company Secretary is the Compliance Officer to ensure compliance and effective implementation of the Insider Trading Code.
• Quarterly Reports are sent to the members of the Committee on matters relating to the Insider Trading Code.
• The previous AGM of the Company was held on June 10, 2021 and was attended by Keki Mistry, Chairman of the Audit Committee.</td>
</tr>
</table>

<table>
<tr><th>Name of the Committee</th><th>Extract of terms of reference</th><th colspan="2">Category and composition</th><th>Other details</th></tr>
<tr><td rowspan="6">Nomination and Remuneration Committee ("NRC")</td><td rowspan="6">Committee is constituted in line with the provisions of Regulation 19 of SEBI Listing Regulations and Section 178 of the Act.
• Recommend to the Board the setup and composition of the Board and its Committees.
• Recommend to the Board the appointment/ re-appointment of Directors and Key Managerial Personnel.
• Support the Board and Independent Directors in evaluation of the performance of the Board, its Committees and individual Directors.
• Recommend to the Board the Remuneration Policy for Directors, executive team or Key Managerial Personnel as well as the rest of employees.
• Oversee familiarization programs for Directors.</td><td>Name</td><td>Category</td><td rowspan="6">• Two NRC meetings were held during the year under review.
• The Company does not have any Employee Stock Option Scheme.
• Details of Performance Evaluation Criteria and Remuneration Policy are provided at serial no. III (iii) below.
• The previous AGM of the Company was held on June 10, 2021 and was attended by O P Bhatt, Chairman of the NRC.</td></tr>
<tr><td>O P Bhatt (Chairman)</td><td>Independent, Non-Executive</td></tr>
<tr><td>N Chandrasekaran</td><td>Non-Independent, Non-Executive</td></tr>
<tr><td>Hanne Sorensen</td><td>Independent, Non-Executive</td></tr>
<tr><td>Aarthi Subramanian*</td><td>Non-Independent, Non-Executive</td></tr>
<tr><td colspan="2">*Ceased to be a member of the Committee w.e.f. October 8, 2021.</td></tr>
<tr><td rowspan="4">Stakeholders' Relationship Committee ("SRC")</td><td rowspan="4">Committee is constituted in line with the provisions of Regulation 20 of SEBI Listing Regulations and Section 178 of the Act.
• Consider and resolve the grievances of security holders.
• Consider and approve issue of share certificates, transfer and transmission of securities, etc.
• Review activities with regard to the Health Safety and Sustainability initiatives of the Company.</td><td>Name</td><td>Category</td><td rowspan="4">• Two meetings of the SRC were held during the year under review.
• Details of Investor complaints and Compliance Officer are provided at serial no. III (ii) below.
• The previous AGM of the Company was held on June 10, 2021 and was attended by Dr Pradeep Kumar Khosla, Chairman of the SRC.</td></tr>
<tr><td>Dr Pradeep Kumar Khosla (Chairman)</td><td>Independent, Non-Executive</td></tr>
<tr><td>Rajesh Gopinathan</td><td>Non-Independent, Executive</td></tr>
<tr><td>Keki Mistry</td><td>Independent, Non-Executive</td></tr>
</table>

<table>
<tr><th>Name of the Committee</th><th>Extract of terms of reference</th><th colspan="2">Category and composition</th><th>Other details</th></tr>
<tr><td rowspan="5">Corporate Social Responsibility ("CSR") Committee</td><td rowspan="5">Committee is constituted in line with the provisions of Section 135 of the Act.
• Formulate and recommend to the Board, a CSR Policy indicating the activities to be undertaken by the Company as specified in Schedule VII to the Act.
• Recommend the amount of expenditure to be incurred on the activities mentioned in the CSR Policy.
• Monitor the CSR Policy.</td><td>Name</td><td>Category</td><td rowspan="5">• Three meetings of the CSR Committee were held during the year under review.
• Three Board meetings of TCS Foundation, a Section 8 company which was incorporated with sole objective of carrying on CSR activities of the Company were held during the year.</td></tr>
<tr><td>N Chandrasekaran (Chairman)</td><td>Non-Independent, Non-Executive</td></tr>
<tr><td>O P Bhatt</td><td>Independent, Non-Executive</td></tr>
<tr><td>N Ganapathy Subramaniam</td><td>Non-Independent, Executive</td></tr>
<tr><td colspan="2"></td></tr>
<tr><td rowspan="8">Risk Management Committee ("RMC")</td><td rowspan="8">Committee is constituted in line with the provisions of Regulation 21 of SEBI Listing Regulations.
• Formulate, monitor and review risk management policy and plan, inter-alia, covering investment of surplus funds, management of foreign exchange risks, cyber security risks, data privacy risks and intellectual property infringements risks.
• Approve addition/deletion of banks from time to time for carrying out Treasury transactions and delegate the said power to such person as may deem fit.</td><td>Name</td><td>Category</td><td rowspan="8">• Five meetings of the RMC were held during the year under review.
• Fortnightly reports on management of foreign exchange risks are made available to the members of the RMC.</td></tr>
<tr><td>Keki Mistry (Chairman)</td><td>Independent, Non-Executive</td></tr>
<tr><td>Don Callahan</td><td>Independent, Non-Executive</td></tr>
<tr><td>Rajesh Gopinathan</td><td>Non-Independent, Executive</td></tr>
<tr><td>N Ganapathy Subramaniam</td><td>Non-Independent, Executive</td></tr>
<tr><td>V Ramakrishnan*</td><td>Chief Financial Officer</td></tr>
<tr><td>Samir Seksaria**</td><td>Chief Financial Officer</td></tr>
<tr><td colspan="2">*Ceased to be a member of the Committee consequent to his retirement w.e.f. April 30, 2021.
**Appointed as a member of this Committee w.e.f. May 1, 2021.</td></tr>
</table>

<table>
<tr><th>Name of the Committee</th><th>Extract of terms of reference</th><th colspan="2">Category and composition</th><th>Other details</th></tr>
<tr><td rowspan="3">Executive Committee</td><td rowspan="3">Detailed review of the following matters which form part of terms of Executive Committee, were presented to the Board:
• Business and strategy review;
• Long-term financial projections and cash flows;
• Capital and revenue budgets and capital expenditure programmes;
• Acquisitions, divestments and business restructuring proposals;
• Senior management succession planning;
• Any other item as may be decided by the Board.</td><td>Name</td><td>Category</td><td rowspan="3">The said matters were discussed in various Board meetings held during the year under review in the presence of the Executive Committee Members with the intent to avail expertise of all Board members.</td></tr>
<tr><td>N Chandrasekaran (Chairman)</td><td>Non-Independent, Non-Executive</td></tr>
<tr><td>Rajesh Gopinathan</td><td>Non-Independent, Executive</td></tr>
<tr><td colspan="5">The terms of reference of these committees are available on the website (https://www.tcs.com/ir-corporate-governance)</td></tr>
</table>

ii. Stakeholders' Relationship Committee-other details

a. Name, designation and address of Compliance Officer:
Pradeep Manohar Gaitonde, Company Secretary
Tata Consultancy Services Limited, 9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021, India.
Telephone: +91 22 6778 9595

b. Details of investor complaints received and redressed during FY 2022 are as follows:

Opening balance	Received during the year	Resolved during the year	Closing balance
-	87	87	-

iii. Nomination and Remuneration Committee-other details

Performance Evaluation Criteria for Independent Directors:

The performance evaluation criteria for independent directors is determined by the Nomination and Remuneration Committee. An indicative list of factors on which evaluation was carried out includes participation and contribution by a director, commitment, effective deployment of knowledge and expertise, integrity and maintenance of confidentiality and independence of behaviour and judgement.

Remuneration Policy[9]:

Remuneration policy of the Company is designed to create a high-performance culture. It enables the Company to attract, retain and motivate employees to achieve results. Our business model promotes customer centricity and requires employee mobility to address project needs.

The remuneration policy supports such mobility through pay models that are compliant to local regulations. In each country where the Company operates, the remuneration structure is tailored to the regulations, practices and benchmarks prevalent in the IT industry.

The Company pays remuneration by way of salary, benefits, perquisites and allowances (fixed component) and commission (variable component) to its Managing Director and the Executive Directors. Annual increments are recommended by the Nomination and Remuneration Committee within the salary scale approved by the Board and Members and are effective April 1, each year.

The Board of Directors, on the recommendation of the Nomination and Remuneration Committee, decides the commission payable to the Managing Director and the Executive Directors out of the profits for the financial year and within the ceilings prescribed under the Act, based on the Board evaluation process considering the criteria such as the performance of the Company as well as that of the Managing Director and each Executive Director.

The Company pays sitting fees of ₹ 30,000 per meeting to its Non-Executive Directors for attending meetings of the Board and meetings of committees of the Board. The Company also pays commission to the Non-Executive Directors within the ceiling of 1 percent of the net profits of the Company as computed under the applicable provisions of the Act, with the approval of the Members. The said commission is decided each year by the Board of Directors, on the recommendation of the Nomination and Remuneration Committee and distributed amongst the Non-Executive Directors based on the Board evaluation process, considering criteria such as their attendance and contribution at the Board and Committee meetings, as well as the time spent

[9] GRI 2-19

on operational matters other than at meetings. The Company also reimburses the out-of-pocket expenses incurred by the Directors for attending the meetings. The Remuneration policy is available on https://on.tcs.com/remuneration-policy.

iv. Details of the Remuneration for the year ended March 31, 2022:

a) Non-Executive Directors:

(₹ lakh)

Name	Commission	Sitting Fees
N Chandrasekaran, Chairman@	-	3.0
O P Bhatt	250.0	4.5
Aarthi Subramanian@@	-	3.3
Dr Pradeep Kumar Khosla	225.0	3.6
Hanne Sorensen	225.0	3.6
Keki Mistry	250.0	5.1
Don Callahan	225.0	4.5
Total	**1,175.0**	**27.6**

@ As a policy, N Chandrasekaran, Chairman, has abstained from receiving commission from the Company.

@@ In line with the internal guidelines of the Company, no payment is made towards commission to the Non-Executive Directors of the Company, who are in full time employment with any other Tata Company.

b) Managing Director and Executive Director

(₹ lakh)

Name of Director	Salary	Benefits, Perquisites and Allowances	Commission	ESPS*
Rajesh Gopinathan Chief Executive Officer and Managing Director (appointed for a period of 5 years w.e.f. February 21, 2017 to February 20, 2022 and re-appointed for a further period of five years w.e.f. February 21, 2022 to February 20, 2027)	151.5	225.1	2,200.0	-
N Ganapathy Subramaniam Chief Operating Officer and Executive Director (appointed for a period of 5 years w.e.f. February 21, 2017 to February 20, 2022 and re-appointed for a further period from February 21, 2022 to May 19, 2024)	144.3	224.6	1,700.0	-

*Employee Stock Purchase Scheme

The above figures do not include provisions for encashable leave, gratuity and premium paid for group health insurance, as separate actuarial valuation/premium paid are not available.

Services of the Managing Director and Executive Director may be terminated by either party, giving the other party six months' notice or the Company paying six months' salary in lieu thereof. There is no separate provision for payment of severance pay.

v. Number of committee meetings held and attendance records

Name of the Committee →	Audit Committee	Nomination and Remuneration Committee	Stakeholders' Relationship Committee	Corporate Social Responsibility Committee	Risk Management Committee
No. of meetings held →	4	2	2	3	5
Date of meetings →	April 12, 2021; July 8, 2021; October 8, 2021 and January 12, 2022	April 12, 2021 and October 8, 2021	July 22, 2021 and January 28, 2022	April 9, 2021; August 19, 2021 and October 21, 2021@	April 6, 2021; July 2, 2021; October 6, 2021; January 3, 2022 and March 25, 2022
No. of Meetings Attended					
Name of Member					
N Chandrasekaran	-	2	-	3	-
Rajesh Gopinathan	-	-	2	-	5
O P Bhatt	4	2	-	3	-
N Ganapathy Subramaniam	-	-	-	3	5
Aarthi Subramanian*	4	2	-	-	-
Dr Pradeep Kumar Khosla	4	-	2	-	-
Hanne Sorensen	4	2	-	-	-
Keki Mistry	4	-	2	-	5
Don Callahan	4	-	-	-	5
V Ramakrishnan**	-	-	-	-	1
Samir Seksaria***	-	-	-	-	4
Whether quorum was present for all the meetings	The necessary quorum was present for all the above committee meetings				

@ TCS Foundation, a Section 8 company incorporated in 2015 with sole objective of carrying on CSR activities of the Company, has held three meetings during the FY 2022

* Aarthi Subramanian ceased to be a member of the NRC w.e.f. October 8, 2021

** V Ramakrishnan ceased to be a member of the RMC w.e.f. April 30, 2021

*** Samir Seksaria was appointed as member of the RMC w.e.f. May 1, 2021

Due to the exceptional circumstances caused by the COVID-19 pandemic all committee meetings in FY 2022 were held through video conferencing.

IV. General Body Meetings

i. General Meeting

a. Annual General Meeting ("AGM"):

Financial Year	Date	Time	Venue
2019	June 13, 2019	3.30 p.m.	Birla Matushri Sabhagar 19, Sir Vithaldas Thackersey Marg, New Marine Lines, Mumbai – 400 020
2020	June 11, 2020		Meeting conducted through Video Conferencing ("VC")/ Other Audio Video Means ("OAVM") pursuant to the MCA Circular
2021	June 10, 2021		

b. Extraordinary General Meeting:

No extraordinary general meeting of the members was held during FY 2022.

c. Special resolution:

Special resolution for re-appointment of O P Bhatt as an Independent Director was passed at the AGM held in 2019 and no special resolution was passed in the previous AGMs held in 2020 and 2021.

ii. Details of special resolution passed through postal ballot, the persons who conducted the postal ballot exercise, details of the voting pattern and procedure of postal ballot:

The Company had sought the approval of the shareholders by way of a Special Resolution through notice of postal ballot dated January 12, 2022 for buyback of its equity shares, which was duly passed and the results of which were announced on February 12, 2022.
P N Parikh (Membership No. FCS 327) of Parikh & Associates, Practising Company Secretaries, was appointed as the Scrutinizer to scrutinize the postal ballot process by voting through electronic means only (remote e-voting) in a fair and transparent manner.

Description of the Resolution	Votes in favour of the resolution			Votes against the resolution			Invalid votes	
	Number of members voted	Number of valid votes cast (Shares)	Percentage of total number of valid votes cast	Number of members voted	Number of valid votes cast (Shares)	Percentage of total number of valid votes cast	Total number of members whose votes were declared invalid	Total number of invalid votes cast (Shares)
Approval for Buyback of Equity Shares	13,474	3,42,48,03,887	99.67	823	1,12,58,517	0.33	0	0

Procedure for postal ballot: The postal ballot was carried out as per the provisions of Sections 108 and 110 and other applicable provisions of the Act, read with the Rules framed thereunder and read with the General Circular nos. 14/2020, 17/2020, 02/2021 and 21/2021 dated April 8, 2020, April 13, 2020, January 13, 2021 and December 14, 2021 respectively issued by the Ministry of Corporate Affairs.

iii. Details of special resolution proposed to be conducted through postal ballot:

None of the businesses proposed to be transacted at the ensuing AGM requires passing of a special resolution through postal ballot.

V. A certificate has been received from Parikh & Associates, Practising Company Secretaries, that none of the Directors on the Board of the Company has been debarred or disqualified from being appointed or continuing as directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs or any such statutory authority.

VI. B S R & Co. LLP, Chartered Accountants (Firm Registration No. 101248W/W–100022) has been appointed as the Statutory Auditors of the Company. The particulars of payment of Statutory Auditors' fees, on consolidated basis for FY 2022 is given below:

(₹ lakh)

Particulars	Amount
Services as statutory auditors (including quarterly audits)	910.1
Tax audit	66.9
Services for tax matters	21.5
Other matters	371.0
Reimbursement of out-of-pocket expenses	70.8
Total	**1,440.3**

VII. Other Disclosures

Particulars	Statutes	Details	Website link for details/policy
Related party transactions	Regulation 23 of SEBI Listing Regulations and as defined under the Act	There are no material related party transactions during the year under review that have conflict with the interest of the Company. Transactions entered into with related parties during FY 2022 were in the ordinary course of business and at arms' length basis and were approved by the members of Audit Committee including Independent Directors. The Board's approved policy for related party transactions is uploaded on the website of the Company.	https://on.tcs.com/RPT
Details of non-compliance by the Company, penalty, strictures imposed on the Company by the stock exchange, or Securities and Exchange Board of India or any statutory authority on any matter related to capital markets during the last three financial years.	Schedule V (C) 10(b) to the SEBI Listing Regulations	NIL	
Whistle Blower Policy and Vigil Mechanism	Regulation 22 of SEBI Listing Regulations	The Company has this Policy and has established the necessary vigil mechanism for directors and employees to report concerns about unethical behaviour. No person has been denied access to the Chairman of the Audit Committee. The said policy has been uploaded on the website of the Company.	https://on.tcs.com/WhistleBP
Discretionary requirements	Schedule II Part E of the SEBI Listing Regulations	• A message from the Chief Executive Officer and Managing Director on the half-yearly financial performance of the Company including a summary of the significant events in the six month period ended September 30, 2021 was sent to every member. • The auditors' report on financial statements of the Company are unmodified. • Internal auditors of the Company make quarterly presentations to the Audit Committee on their reports.	

Particulars	Statutes	Details	Website link for details/policy
Subsidiary Companies	Regulation 24 of the SEBI Listing Regulations	The Audit Committee reviews the consolidated financial statements of the Company and the investments made by its unlisted subsidiary companies. The minutes of the Board meetings along with a report on significant developments of the unlisted subsidiary companies are periodically placed before the Board of Directors of the Company. The Company does not have any material unlisted subsidiary company. The Company has a policy for determining 'material subsidiaries' which is disclosed on its website.	https://on.tcs.com/Subsidiary
Policy on Determination of Materiality for Disclosures	Regulation 30 of SEBI Listing Regulations	The Company has adopted this policy.	https://on.tcs.com/Material
Policy on Archival and Preservation of Documents	Regulation 9 of SEBI Listing Regulations	The Company has adopted this policy.	https://on.tcs.com/Archival
Reconciliation of Share Capital Audit Report	Regulation 76 of the Securities and Exchange Board of India (Depositories and Participants) Regulations, 2018 and SEBI Circular No. D&CC/FITTC/Cir-16/2002 dated December 31, 2002.	A practising Company Secretary carried out a share capital audit to reconcile the total admitted equity share capital with the National Securities Depository Limited ("NSDL") and the Central Depository Services (India) Limited ("CDSL") and the total issued and listed equity share capital. The audit report confirms that the total issued/paid-up capital is in agreement with the total number of shares in physical form and the total number of dematerialized shares held with NSDL and CDSL.	https://www.tcs.com/ir-corporate-governance
Code of Conduct	Regulation 17 of the SEBI Listing Regulations	The members of the Board and Senior Management Personnel have affirmed compliance with the Code of Conduct applicable to them during the year ended March 31, 2022. A certificate by the Chief Executive Officer and Managing Director, on the compliance declarations received from the members of the Board and Senior Management forms part of this report.	https://www.tcs.com/tata-code-of-conduct

Particulars	Statutes	Details	Website link for details/policy
Dividend Distribution Policy	Regulation 43A of the SEBI Listing Regulations	A regular annual dividend generally consists of three interim dividends after each of the first three quarters of the fiscal year, topped up with a final dividend after the fourth quarter. In addition, every second or third year, the accumulated surplus cash has been returned to shareholders through a special dividend.	https://on.tcs.com/Dividend
Terms of Appointment of Independent Directors	Regulation 46 of SEBI Listing Regulations and Section 149 read with Schedule IV to the Act	Terms and conditions of appointment/re-appointment of Independent Directors are available on the Company's website.	https://on.tcs.com/ApptID
Familiarization Program	Regulations 25(7) and 46 of SEBI Listing Regulations	Details of familiarization program imparted to Independent Directors are available on the Company's website.	https://on.tcs.com/familiarization-programme
Disclosure under the Sexual Harassment of Women at Workplace (Prevention, Prohibition and Redressal) Act, 2018	Section 134 of the Companies Act, 2013 read with Rule 8 of the Companies (Accounts) Rules, 2014	The details have been disclosed in the Business Responsibility and Sustainability Report forming part of the Integrated Annual Report.	

VIII. Means of Communication

The quarterly, half-yearly and annual financial results of the Company are published in leading newspapers in India which include The Indian Express, Financial Express, Loksatta, Business Standard, The Hindu Business Line, Hindustan Times and Sandesh. The results are also displayed on the Company's website www.tcs.com.

Statutory notices are published in The Free Press Journal, Business Standard and Navshakti. The Company also issues press releases from time to time. Financial Results, Statutory Notices, Press Releases and Presentations made to the institutional investors/analysts after the declaration of the quarterly, half-yearly and annual results are submitted to the National Stock Exchange of India Limited (NSE) and BSE Limited (BSE) as well as uploaded on the Company's website. Frequently Asked Questions (FAQs) giving details about the Company and its shares is uploaded on the Company's website https://www.tcs.com/investor-relations. The Management Discussion and Analysis Report is a part of the Integrated Annual Report.

IX. General shareholder information

i. Annual General Meeting for FY 2022

Date : June 9, 2022

Time : 3.30 p.m. (IST)

Venue : Meeting is being conducted through VC/OAVM pursuant to the MCA Circular dated May 5, 2020 read with general circulars dated April 8, 2020, April 13, 2020, January 13, 2021 and December 14, 2021 as such there is no requirement to have a venue for the AGM.

For details, please refer to the Notice of this AGM.

As required under Regulation 36(3) of the SEBI Listing Regulations and Secretarial Standard 2 on General Meetings, particulars of Directors seeking re-appointment at this AGM are given in the Annexure to the Notice of this AGM.

ii. Financial Calendar

Year ending : March 31

AGM in : June

iii. Dividend Payment

: The final dividend, if approved, shall be paid/credited on Monday, June 13, 2022

iv. Date of Book Closure/ Record Date

: As mentioned in the Notice of this AGM

v. Listing on Stock Exchanges

: National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (East),
Mumbai 400 051

BSE Limited
P. J. Towers, Dalal Street, Mumbai 400 001

vi. Stock Codes/Symbol

NSE : TCS

BSE : 532540

Listing Fees as applicable have been paid.

vii. Corporate Identity Number (CIN) of the Company

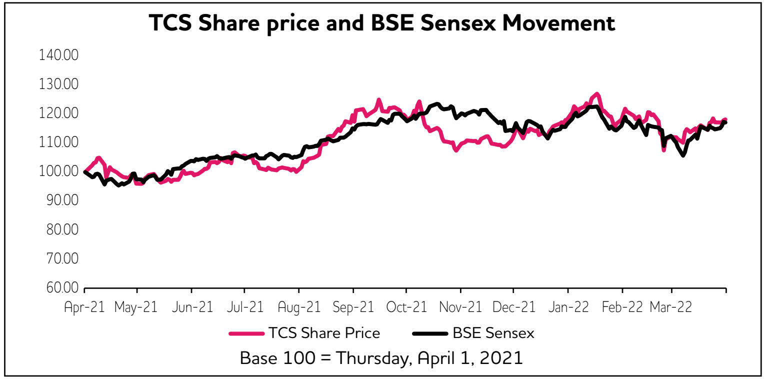
: L22210MH1995PLC084781

viii. Market Price Data:

High, Low (based on daily closing prices) and number of equity shares traded during each month in FY 2022 on NSE and BSE:

Month	NSE			BSE		
	High (₹)	Low (₹)	Total number of equity shares traded	High (₹)	Low (₹)	Total number of equity shares traded
Apr-2021	3,322.25	3,035.65	6,13,28,558	3,322.20	3,038.40	33,77,869
May-2021	3,180.00	3,037.00	4,35,38,924	3,180.20	3,037.00	14,87,104
Jun-2021	3,380.80	3,129.45	4,50,79,239	3,380.70	3,129.30	41,47,717
Jul-2021	3,341.50	3,167.45	4,43,49,890	3,341.00	3,167.50	28,94,265
Aug-2021	3,786.45	3,219.40	5,66,78,047	3,786.55	3,217.90	23,77,544
Sep-2021	3,954.55	3,714.95	5,05,65,601	3,954.80	3,714.05	26,14,393
Oct-2021	3,935.65	3,397.75	7,12,51,894	3,935.30	3,398.80	46,97,020
Nov-2021	3,556.40	3,443.30	4,32,67,875	3,555.15	3,443.55	17,32,795
Dec-2021	3,738.35	3,536.40	4,47,24,473	3,736.85	3,534.35	20,13,929
Jan-2022	4,019.15	3,649.25	6,63,32,036	4,019.10	3,650.10	40,59,762
Feb-2022	3,856.20	3,401.65	6,69,67,591	3,857.00	3,402.25	41,93,160
Mar-2022	3,749.85	3,484.90	5,05,59,459	3,750.00	3,485.30	22,34,459

ix. Performance of the share price of the Company in comparison to the BSE Sensex:



x. Registrar and Transfer Agents

Name and Address : TSR Consultants Private Limited (TCPL)
(formerly known as TSR Darashaw Consultants Private Limited)
C-101, 1st Floor, 247 Park,
Lal Bahadur Shastri Marg,
Vikhroli West, Mumbai 400 083
Telephone: +91 22 6656 8484
Extn: 411/412/413
Fax: +91 22 6656 8494
E-mail: csg-unit@tcplindia.co.in
Website: https://www.tcplindia.co.in

xi. Places for acceptance of documents:

Documents will be accepted at the above address between 10.00 a.m. and 3.30 p.m. (Monday to Friday except bank holidays).

For the convenience of the shareholders, documents will also be accepted at the following branches of TCPL:

Branches of TCPL:

Place	Name and Address	Phone/Fax/Email
Mumbai	TSR Consultants Private Limited Building 17/19, Office no. 415 Rex Chambers, Ballard Estate, Walchand Hirachand Marg, Fort, Mumbai-400 001.	Tel: +91 7304874606
Bengaluru	TSR Consultants Private Limited C/o. D. Nagendra Rao "Vaghdevi" 543/A, 7th Main 3rd Cross, Hanumanthnagar Bengaluru-560 019	Tel: +91 80 26509004 Email: tcplbang@tcplindia.co.in
Kolkata	TSR Consultants Private Limited C/o Link Intime India Private Limited Vaishno Chamber, Flat No. 502 and 503 5th Floor, 6, Brabourne Road Kolkata-700 001	Tel: +91 33 40081986 Email: tcplcal@tcplindia.co.in

Place	Name and Address	Phone/Fax/Email
New Delhi	TSR Consultants Private Limited C/o Link Intime India Private Limited Noble Heights, 1st Floor Plot No NH-2, C-1 Block, LSC Near Savitri Market, Janakpuri New Delhi – 110 058	Tel: +91 11 49411030 Email: tcpldel@tcplindia.co.in
Jamshedpur	TSR Consultants Private Limited Bungalow No. 1, 'E' Road, Northern Town Bistupur, Jamshedpur-831 001	Tel: +91 657 2426937 Email: tcpljsr@tcplindia.co.in
Ahmedabad	TSR Consultants Private Limited C/o Link Intime India Private Limited Amarnath Business Centre-1 (ABC-1) Beside Gala Business Centre Nr. St. Xavier's College Corner Off. C.G. Road, Ellisbridge Ahmedabad-380 006	Tel: +91 79 26465179 Email: csg-unit@tcplindia.co.in

xii. Share Transfer System:

In terms of Regulation 40(1) of SEBI Listing Regulations, as amended from time to time, securities can be transferred only in dematerialized form with effect from April 1, 2019, except in case of request received for transmission or transposition of securities. Further, SEBI had fixed March 31, 2021 as the cut-off date for re-lodgement of transfer deeds and the shares that are re-lodged for transfer shall be issued only in dematerialised mode. The requests for effecting transfer/transmission/ transposition of securities shall not be processed unless the securities are held in the dematerialised form. Transfers of equity shares in electronic form are effected through the depositories with no involvement of the Company. Members holding shares in physical form are requested to consider converting their holdings to dematerialized form. The Directors and certain Company officials (including Chief Financial Officer and Company Secretary) are authorized by the Board severally to approve transfers, which are noted at subsequent Board.

xiii. Shareholding as on March 31, 2022:

a) Distribution of equity shareholding as on March 31, 2022:

Number of shares	Holding	Percentage to capital	Number of accounts	Percentage to total accounts
1-100	4,94,29,417	1.4	22,98,580	88.9
101-500	4,90,43,599	1.3	2,41,970	9.4
501-1000	1,80,30,724	0.5	25,233	1.0
1001-5000	3,25,02,667	0.9	16,826	0.7
5001-10000	1,08,79,779	0.3	1,540	0.0
10001-20000	1,08,42,206	0.3	767	0.0
20001-30000	78,07,860	0.2	317	0.0
30001-40000	59,50,035	0.2	171	0.0
40001- 50000	61,22,962	0.2	135	0.0
50001 -100000	2,66,88,649	0.7	370	0.0
100001-above	344,17,53,475	94.0	853	0.0
TOTAL	**365,90,51,373**	**100.0**	**25,86,762**	**100.0**

b) Categories of equity shareholding as on March 31, 2022:

Category	Number of equity shares held	Percentage of holding
Promoter	264,43,17,117	72.3
Other Entities of the Promoter Group	10,68,956	0.0
Mutual Funds and UTI	11,79,36,971	3.2
Banks, Financial Institutions, State and Central Government	29,22,193	0.1
Insurance Companies	16,38,02,109	4.5
Foreign Institutional Investors and Foreign Portfolio Investors	51,77,29,951	14.1
NRI's, OCB's, Foreign Nationals	70,93,699	0.2
Corporate Bodies, Trusts	2,85,33,267	0.8
Indian Public and Others	17,24,88,089	4.7
Alternate Investment Fund	26,02,619	0.1
IEPF account	5,56,402	0.0
TOTAL	**365,90,51,373**	**100.0**

c) Top ten equity shareholders of the Company as on March 31, 2022:

Sr. No.	Name of the shareholders*	Number of equity shares held	Percentage of holding
1	Tata Sons Private Limited	264,43,17,117	72.3
2	Life Insurance Corporation of India	13,51,44,680	3.7
3	SBI Mutual Fund	3,11,90,218	0.9
4	Invesco Developing Markets Fund	3,10,72,921	0.9
5	Axis Mutual Fund	2,35,05,274	0.6
6	NPS Trust	1,44,43,818	0.4
7	Vanguard Emerging Markets Stock Index Fund, A Series of Vanguard International Equity Index Funds	1,41,43,562	0.4
8	Government of Singapore	1,36,41,333	0.4
9	Vanguard Total International Stock Index Fund	1,30,13,618	0.4
10	UTI Mutual Fund	1,16,88,173	0.3

*Shareholding is consolidated based on Permanent Account Number (PAN) of the shareholder.

xiv. Dematerialization of shares and liquidity:

The Company's shares are compulsorily traded in dematerialized form on NSE and BSE. Equity shares of the Company representing 99.97 percent of the Company's equity share capital are dematerialized as on March 31, 2022. Under the Depository System, the International Securities Identification Number (ISIN) allotted to the Company's shares is INE467B01029.

xv. Outstanding GDRs/ADRs/Warrants or any convertible instruments, conversion date and likely impact on equity:

The Company does not have any outstanding GDRs/ADRs/Warrants or any convertible instruments as on March 31, 2022, as such instruments have not been issued in the past.

xvi. Commodity price risk or foreign exchange risk and hedging activities:

The Company does not deal in commodities and hence the disclosure pursuant to SEBI Circular dated November 15, 2018 is not required to be given. For a detailed discussion on foreign exchange risk and hedging activities, please refer to Management Discussion and Analysis Report.

xvii. Equity shares in the suspense account:

In accordance with the requirement of Regulation 34(3) and Part F of Schedule V to the SEBI Listing Regulations, details of equity shares in the suspense account are as follows:

Particulars	Number of shareholders	Number of equity shares
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on April 1, 2021	26	1,640
Shareholders who approached the Company for transfer of shares from suspense account during the year	-	-
Shareholders to whom shares were transferred from the suspense account during the year	-	-
Shareholders whose shares are transferred to the demat account of the IEPF Authority as per Section 124 of the Act	-	-
Aggregate number of shareholders and the outstanding shares in the suspense account lying as on March 31, 2022	26	1,640

The voting rights on the shares outstanding in the suspense account as on March 31, 2022 shall remain frozen till the rightful owner of such shares claims the shares.

xviii. Transfer of unclaimed/unpaid amounts to the Investor Education and Protection Fund (IEPF):

Pursuant to Sections 124 and 125 of the Act read with the Investor Education and Protection Fund Authority (Accounting, Audit, Transfer and Refund) Rules, 2016 ("IEPF Rules"), dividend, if not claimed for a period of seven years from the date of transfer to Unpaid Dividend Account of the Company, are liable to be transferred to IEPF.

Further, all the shares in respect of which dividend has remained unclaimed for seven consecutive years or more from the date of transfer to unpaid dividend account shall also be transferred to IEPF Authority. The said requirement does not apply to shares in respect of which there is a specific order of Court, Tribunal or Statutory Authority, restraining any transfer of the shares.

In the interest of the shareholders, the Company sends periodical reminders to the shareholders to claim their dividends in order to avoid transfer of dividends/shares to IEPF Authority. Notices in this regard are also published in the newspapers and the details of unclaimed dividends and shareholders whose shares are liable to be transferred to the IEPF Authority, are uploaded on the Company's website https://on.tcs.com/unclaimed-dividend.

In light of the aforesaid provisions, the Company has during the year, transferred to IEPF the unclaimed dividends, outstanding for seven years, of the Company, erstwhile CMC Limited (since amalgamated with the Company). Further, shares of the Company, in respect of which dividend has not been claimed for seven consecutive years or more from the date of transfer to unpaid dividend account, have also been transferred to the demat account of IEPF Authority.

The details of unclaimed dividends and shares transferred to IEPF during FY 2022 are as follows:

Financial year	Amount of unclaimed dividend transferred (₹ lakh)	Number of shares transferred
2013-14	183.46*	9,080
2014-15	444.92	16,481
TOTAL	**628.38**	**25,561**

*Includes final dividend of erstwhile CMC Limited

The Members who have a claim on above dividends and shares may claim the same from IEPF Authority by submitting an online application in web Form No. IEPF-5 available on the website www.iepf.gov.in and sending a physical copy of the same, duly signed to the Company, along with requisite documents enumerated in the web Form No. IEPF-5.
No claims shall lie against the Company in respect of the dividend/shares so transferred.

The following tables give information relating to various outstanding dividends and the dates by which they can be claimed by the shareholders from the Company's Registrar and Transfer Agent:

a. For shareholders of TCS:

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2014-15	June 30, 2015	July 30, 2022
2015-16	July 9, 2015	August 9, 2022
	October 13, 2015	November 12, 2022
	January 12, 2016	February 11, 2023
	June 17, 2016	July 17, 2023
2016-17	July 14, 2016	August 15, 2023
	October 13, 2016	November 16, 2023
	January 12, 2017	February 12, 2024
	June 16, 2017	July 16, 2024
2017-18	July 13, 2017	August 13, 2024
	October 12, 2017	November 12, 2024
	January 11, 2018	February 10, 2025
	June 15, 2018	July 15, 2025
2018-19	July 10, 2018	August 9, 2025
	October 11, 2018	November 10, 2025
	January 10, 2019	February 9, 2026
	June 13, 2019	July 13, 2026

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2019-20	July 9, 2019	August 8, 2026
	October 10, 2019	November 9, 2026
	January 17, 2020	February 16, 2027
	March 10, 2020	April 9, 2027
	June 11, 2020	July 11, 2027
2020-21	July 9, 2020	August 8, 2027
	October 7, 2020	November 6, 2027
	January 8, 2021	February 7, 2028
	June 10, 2021	July 10, 2028
2021-22	July 8, 2021	August 7, 2028
	October 8, 2021	November 7, 2028
	January 12, 2022	February 11, 2029

b. For shareholders of erstwhile CMC Limited which has since amalgamated with the Company:

Financial Year	Date of declaration	Last date for claiming unpaid dividend
2014-15	June 11, 2015	July 10, 2022
2015-16	July 16, 2015	August 18, 2022

xix. Plant locations:

In view of the nature of the Company's business viz. Information Technology (IT) Services and IT Enabled Services, the Company operates from various offices in India and abroad. The Company has a manufacturing facility at 17-B, Tivim Industrial Estate, Karaswada, Mapusa– Bardez, Goa.

xx. Address for correspondence:

Tata Consultancy Services Limited
9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021, India
Telephone: +91 22 6778 9595
Designated e-mail address for Investor Services: investor.relations@tcs.com
For queries on IEPF related matters: iepf.assist@tcs.com
Website: www.tcs.com

DECLARATION REGARDING COMPLIANCE BY BOARD MEMBERS AND SENIOR MANAGEMENT PERSONNEL WITH THE COMPANY'S CODE OF CONDUCT

This is to confirm that the Company has adopted a Code of Conduct for its employees including the Managing Director and Executive Directors.

In addition, the Company has adopted a Code of Conduct for its Non-Executive Directors and Independent Directors. These Codes are available on the Company's website.

I confirm that the Company has in respect of the year ended March 31, 2022, received from the Senior Management Team of the Company and the Members of the Board a declaration of compliance with the Code of Conduct as applicable to them.

For the purpose of this declaration, Senior Management Team means the Chief Financial Officer, Global Head-HR, Global Business Unit Heads, Global Head-Legal and the Company Secretary as on March 31, 2022.

Rajesh Gopinathan
Chief Executive Officer and
Managing Director
DIN: 06365813

Mumbai, April 11, 2022

PRACTISING COMPANY SECRETARIES' CERTIFICATE ON CORPORATE GOVERNANCE

To the Members of
Tata Consultancy Services Limited

We have examined the compliance of the conditions of Corporate Governance by Tata Consultancy Services Limited ('the Company') for the year ended on March 31, 2022, as stipulated under Regulations 17 to 27, clauses (b) to (i) and (t) of sub- regulation (2) of Regulation 46 and para C, D and E of Schedule V of the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 ("SEBI Listing Regulations").

The compliance of the conditions of Corporate Governance is the responsibility of the management of the Company. Our examination was limited to the review of procedures and implementation thereof, as adopted by the Company for ensuring compliance with conditions of Corporate Governance. It is neither an audit nor an expression of opinion on the financial statements of the Company.

In our opinion and to the best of our information and according to the explanations given to us, and the representations made by the Directors and the Management and considering the relaxations granted by the Ministry of Corporate Affairs and Securities and Exchange Board of India warranted due to the spread of the COVID-19 pandemic, we certify that the Company has complied with the conditions of Corporate Governance as stipulated in the SEBI Listing Regulations for the year ended on March 31, 2022.

We further state that such compliance is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327D000063214
PR No.: 1129/2021

Mumbai, April 11, 2022

CERTIFICATE OF NON-DISQUALIFICATION OF DIRECTORS

(Pursuant to Regulation 34(3) and Schedule V Para C clause (10)(i) of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015)

To,
The Members
Tata Consultancy Services Limited
9th Floor, Nirmal Building,
Nariman Point, Mumbai 400 021

We have examined the relevant registers, records, forms, returns and disclosures received from the Directors of **Tata Consultancy Services Limited** having **CIN L22210MH1995PLC084781** and having registered office at 9th Floor, Nirmal Building, Nariman Point, Mumbai 400 021 (hereinafter referred to as 'the Company'), produced before me/us by the Company for the purpose of issuing this Certificate, in accordance with Regulation 34(3) read with Schedule V Para-C Sub clause 10(i) of the Securities Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.

In our opinion and to the best of our information and according to the verifications (including Directors Identification Number (DIN) status at the portal www.mca.gov.in) as considered necessary and explanations furnished to us by the Company & its officers, we hereby certify that none of the Directors on the Board of the Company as stated below for the Financial Year ending on March 31, 2022 have been debarred or disqualified from being appointed or continuing as Directors of companies by the Securities and Exchange Board of India, Ministry of Corporate Affairs, or any such other Statutory Authority.

Sr. No.	Name of Director	DIN	Date of Appointment in Company *
1.	N Chandrasekaran	00121863	September 6, 2007
2.	Rajesh Gopinathan	06365813	February 21, 2017
3.	N Ganapathy Subramaniam	07006215	February 21, 2017
4.	O P Bhatt	00548091	April 2, 2012
5.	Aarthi Subramanian	07121802	March 12, 2015
6.	Dr. Pradeep Kumar Khosla	03611983	January 11, 2018
7.	Hanne Sorensen	08035439	December 18, 2018
8.	Keki Mistry	00008886	December 18, 2018
9.	Don Callahan	08326836	January 10, 2019

*the date of appointment is as per the MCA Portal.

Ensuring the eligibility for the appointment/ continuity of every Director on the Board is the responsibility of the management of the Company. Our responsibility is to express an opinion on these based on our verification. This certificate is neither an assurance as to the future viability of the Company nor of the efficiency or effectiveness with which the management has conducted the affairs of the Company.

For Parikh & Associates
Practising Company Secretaries

P. N. Parikh
Partner
FCS No: 327 CP No: 1228
UDIN: F000327D000063379
PR No.: 1129/2021

Mumbai, April 11, 2022

AWARDS AND ACCOLADES

Intellectual Capital

- Recognized for **Best Patents Portfolio** in the Large Enterprise category at the **Confederation of Indian Industry Industrial Intellectual Property Awards 2021**.
- Won the **2021 ASSOCHAM IP Excellence Award** for pioneering efforts in facilitating innovations and creating a healthy intellectual property (IP) ecosystem.
- TCS **CodeVita** awarded a **Guinness World Records™ title** as the world's largest computer programming competition with 136,054 participants from 34 countries.
- Awarded **Best Technical Implementation for AI** at the 5th Global Annual Achievement Awards for Artificial Intelligence for re-imagining pharmacovigilance by applying machine vision, artificial intelligence, smart analytics and IoT to automate the intake, processing and analysis of safety cases.
- TCS Optumera™ won the **Best Self Aware Strategic Planning Product** at the **2021 AI Excellence Awards** for continuously monitoring thousands of customer-, market-, and vendor-behaviors; model scenarios and customer behavior to enable businesses in making AI-enabled integrated decisions.
- Won the **Artificial Intelligence Breakthrough Award** in the category **Best AI-based Solution – Retail** for TCS Optunique™ for its ability to deliver unified and contextualized experiences across the omnichannel journey by evaluating customer intent in real time.
- TCS Optunique™, awarded the **Best Theory of Mind Machine Learning Product** at the 2021 AI Excellence Awards for its ability to drive unified personalized experiences across the omnichannel journey.
- TCS' Data Marketplace Solution for COVID-19 awarded at the **19th Asian IT Leadership Awards 2021** under the **Best Use of IT in Healthcare** category.
- Recognized as an **'Innovator'** at **NASSCOM AI Gamechangers 2021** in the Use of AI for Public Services Category for its innovative AI-based Sanitation Inspection system.
- Won **4 Stevie awards** for innovation and IP at the International Business Awards 2021:
  - Gold Stevie for **'Most Innovative Tech Company'** in the 'more than 2500 employees' category.
  - Gold Stevie for TCS TwinX™ in the **Business Technology Solution category – AI/ML solution.**

- Silver Stevie for TCS Omnistore™ in the **Business Technology Solution category – Emerging Technology.**
- Bronze Stevie for TCS' Data Exchange Platform in the **Most Valuable Technical Innovation – COVID-19 Response** category.

- Awarded the **Enterprise Blockchain Award 2021** by the Blockchain Research Institute.
- Won two awards at the **IoT Global Awards 2021**: for **TCS DigiFleet™** in the Automotive, Transport and Travel category and for **TCS Smart Store** in the Retail, Marketing and Hospitality category.
- TCS ADD Regulatory platform won the **India Pharma Awards 2021** in the category of **Excellence in Ancillary Pharma Services**.
- Two TCS-built solutions featured in the **2021 ISG Digital Digital Case Study Awards**: TCS' **Digital Twin Platform for Saipem** won the Energy and Utilities Standout Award as well as the Southern Europe regional standout award; the TCS' **digital transformation work for Shell** won the ANZ regional standout award.
- **TCS TwinX** won the **2022 AI Excellence Award** under the Product category.
- TCS' PredictCX won **'Most Innovative Best Practice'** Award under the customer experience category at the **CII DX Awards 2021**.
- TCS' Risk Analytics Solution won **Best Data Science Solution Award** at the A-Team Group's **Data Management Insight Awards 2021.**
- TCS' **Digital Platform for Next-Generation Agriculture Services** (DNA) won the award for **Excellence in IT Services** for Large Enterprise at the IMC Digital Technology Awards, 2020 for seamlessly bringing together knowledge, actionable insights, farm-input sources, and commerce centers to bridge demand-supply and holistically address problems in the agricultural supply-chain ecosystem.
- Won **6 Stevies®** – 5 gold and 1 silver – at the **2021 Asia-Pacific Stevie Awards** for driving innovation in finance, human resources, and technology, igniting organization-wide transformation, and quickly addressing the requirements of operating during COVID-19.

Human Capital

- Won the award for **'Role Model in HR Excellence'** at the **12th CII National HR Excellence Awards**.
- Ranked **#1** in the **LinkedIn Top Companies** list of the best workplaces for career growth in India. TCS topped the list in measures of ability to advance, skills growth, company stability, external opportunity, company affinity, gender diversity and spread of educational backgrounds.
- Recognized as **2022 Global Top Employer** for the seventh year in a row by the **Top Employers Institute.**
- Won 3 awards at the **2021 LinkedIn Talent Awards India** in the categories: **Best Employer Brand on LinkedIn, Best Culture of Learning**, and **Diversity Champion**.
- Recognized at the **Wequity Awards 2022** in **"The Equalizer" category** for empowering women technologists, creating a gender-neutral workplace and persistently driving diversity, equity, and inclusion initiatives.
- Won the **National HRD Network's Gold Award** for **Excellence in Performance Management Process and Technology.**
- Xcelerate won Gold in the **HR Excellence Awards** for best HR Technology Strategy.
- Listed among the top **25 Best Big Companies to Work For** in the UK and among the **Best Companies** in the consultancy sector by the Best Companies organization for prioritizing

the health and wellness of its employees and investments in organic talent development.

- Won the **ATD Best of Best Award** for **HR and Talent Development Ecosystem and Innovations.**
- Won a **Gold Stevie** for **Best use of People Analytics** and **Talent Management and Transformation.**
- Ranked #3 in BT-Taggd survey of the **Best Companies to Work For** in India.
- Won **5 awards** at the **Economic Times Human Capital Awards**, in the categories: Excellence in Communication Strategy, Excellence in Creating a Culture of Continuous Learning and Upskilling, Excellence in Fostering Innovation and Design Thinking, Excellence in HR Digital Transformation and Excellence in Recruitment of Professionals.
- Won **14 Gold Medals**, **3 Silvers** and **3 Bronzes** at the **2021 Brandon Hall Group Excellence in Learning Awards**, across Leadership Development (4 Golds), Learning & Development (3 Golds, 2 Silvers), Diversity, Equity and Inclusion (3 Golds, 1 Silver), Talent Acquisition (2 Golds, 1 Bronze), Talent Management (1 Gold, 1 Bronze), Workforce Planning & Management (1 Gold) and Sales Training (1 Bronze).

Relationship Capital

BRAND BUILDING

- Recognized by **Brand Finance** as the **second most valuable brand** in IT services globally, moving up one place in 2021. TCS' new brand articulation 'Building on Belief' has resonated strongly with customers and helped the company expand its participation in their growth and transformation initiatives.
- Named a **UK Superbrand** for the seventh consecutive year in recognition of TCS' exceptional business growth, its position as the top strategic IT player by revenue in the UK, its number one ranking in customer satisfaction, and its community initiatives.
- Recognized as a **Superbrand** in Singapore for its strong market reputation, digital initiatives and business growth.
- Awarded two Diamond awards at the **2021 ITSMA Marketing Excellence Awards** in the categories – **Embedding ABM Programs** and **Orchestrating Executive Engagement.**
- Won 3 gold and 2 bronze **Eventex Awards** for its ThisRun campaign and the Virgin Money London Marathon Event App, as well as for excellence across marketing and customer engagement.
- Won the **2021 Economic Times Best Brand of UAE** award for brand reputation in the Middle East region.

CUSTOMER

- Ranked **#1 in customer satisfaction** across Europe, for the **ninth consecutive year**, in the largest independent survey of 1,800 CxOs from top IT spending organizations in Europe by Whitelane Research. TCS was ranked #1 in UK, France, Netherlands, BeLux, Switzerland, Sweden, Norway and Finland.
- Won **3** awards in partnership with clients at the **DevOps Excellence Awards 2022** in UK for **Best Automation Project** (with Aviva), **Best Use of Compliance as Code** (with Nationwide Building Society) and **Best Use of Microservices/Containers** (with Lloyds Banking Group).

INVESTOR RELATIONS

- Ranked **#2 Most Honored Company in Asia** (ex-China) for bagging several top rankings in the Technology / IT Services & Software sector in **Institutional Investor's 2021 All-Asia (ex-Japan) Executive Team** rankings based on a survey of 4,084 investment professionals at 1,285 financial services firms across Asia. Top rankings included **Best IR Professional (#1), Best IR Program (#2)**, and **Best ESG (#2)**.

- Recognized by **Institute of Chartered Accountants of India** with a **Gold Shield Award** for **Excellence in Integrated Reporting in Service Sector** at the **ICAI Sustainability Reporting Awards 2020-21.**

INDUSTRY ANALYST

- Ranked the **#1 Engineering Services PEAK Matrix Provider of the Year 2022** by **Everest Group** for the highest consolidated score across five engineering services PEAK Matrix evaluations published in 2021, in each of which TCS was ranked a Leader.

- TCS was ranked a Leader in **92 competitive assessments published by leading research firms in FY 2022** (86 in FY 2021):

Firm	Report type	Title
Q4		
Everest Group	PEAK Matrix	Multi-Process Human Resources Outsourcing (MPHRO) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Energy Transition Services Top 10 Snapshot, 2022
ISG	Lens	ISG Provider Lens™ Salesforce Ecosystem Partners
IDC	MarketScape	IDC MarketScape: European Professional Services for Data-Driven Transportation 2022 Vendor Assessment
NelsonHall	NEAT	P&C Operations Transformation 2022
Everest Group	PEAK Matrix	Intelligent Process Automation (IPA) – Solution Provider Landscape with PEAK Matrix® Assessment 2022
IDC	MarketScape	IDC MarketScape: Worldwide Life Science Sales and Marketing IT Outsourcing Services 2022 Vendor Assessment

Firm	Report type	Title
Everest Group	PEAK Matrix	Digital Product Engineering Services PEAK Matrix® Assessment 2022: Breaking the Chasm between the Physical and Digital Worlds
Everest Group	PEAK Matrix	Artificial Intelligence (AI) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Insurance Services, 2022
Everest Group	PEAK Matrix	Oracle Cloud Applications (OCA) Services PEAK Matrix® Assessment 2022 – Global
NelsonHall	NEAT	Quality Engineering 2022
Everest Group	PEAK Matrix	Digital Interactive Experience (IX) Services PEAK Matrix® Assessment 2022
Gartner	Magic Quadrant	Magic Quadrant for Outsourced Digital Workplace Services
Gartner	Magic Quadrant	Magic Quadrant for Global Retail Core Banking
NelsonHall	NEAT	Digital Banking 2022
Gartner	Magic Quadrant	Magic Quadrant for Data and Analytics Service Providers
Everest Group	PEAK Matrix	Mortgage Operations PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Retail and CPG Services, 2022
ISG	Lens	ISG Provider Lens™ Life Sciences Digital Services
ISG	Lens	ISG Provider Lens™ Healthcare Digital Services
ISG	Lens	ISG Provider Lens™ AWS - Ecosystem Partners
HFS	Top 10	HFS OneOffice™ Services Top 10: Digital transformation in action
HFS	Top 10	Utilities Services Top 10, 2022

Firm	Report type	Title
Q3		
Everest Group	PEAK Matrix	Enterprise Blockchain Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Cloud Services PEAK Matrix® Assessment 2022 – Europe
Everest Group	PEAK Matrix	Cloud Services PEAK Matrix® Assessment 2022 – North America
Everest Group	PEAK Matrix	Digital Workplace Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Top 10: Enterprise Blockchain Services, 2021
Everest Group	PEAK Matrix	Advanced Analytics and Insights (AA&I) Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Supply Chain Management (SCM) BPS – Service Provider Landscape with PEAK Matrix® Assessment 2022
HFS	Top 10	HFS OneOffice Services Top 10: People and Process Change
Everest Group	PEAK Matrix	Life and Pensions (L&P) Insurance BPS/TPA – Service Provider Landscape with PEAK Matrix® Assessment 2022
NelsonHall	NEAT	Advanced Digital Workplace Services 2021 - NEAT
HFS	Top 10	HFS Top 10: Life Sciences service providers, 2021
HFS	Top 10	HFS Top 10: Internet of Things (IoT) Service Providers 2021
Everest Group	PEAK Matrix	Internet of Things (IoT) Supply Chain Solutions PEAK Matrix® Assessment 2022
HFS	Top 10	HFS Energy Services Top 10, 2021
Zinnov	Zones	Zinnov Zones 2021 - Engineering R&D Services (Overall)

Firm	Report type	Title
Zinnov	Zones	Zinnov Zones 2021 - IoT - Internet of Things Technology Services (Overall)
Everest Group	PEAK Matrix	Mainframe Services PEAK Matrix® Assessment 2022
Everest Group	PEAK Matrix	Healthcare Analytics Services PEAK Matrix® Assessment 2022
NelsonHall	NEAT	Life, Annuities & Pension: Operational Transformation 2021
HFS	Top 10	HFS Pega Service Providers Top 10 2021
HFS	Top 10	HFS OneOffice™ Services Top 10: Data and Decisions
IDC	MarketScape	IDC MarketScape: Worldwide Oil and Gas Upstream Asset Management Digital Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	Enterprise Quality Assurance (QA) Services PEAK Matrix® Assessment 2022
HFS	Top 10	HFS OneOffice Services Top 10: Native Automation
Everest Group	PEAK Matrix	Banking Operations – Services PEAK Matrix® Assessment 2022
IDC	MarketScape	IDC MarketScape: Worldwide Managed Multicloud Services 2021 Vendor Assessment
NelsonHall	NEAT	Digital Manufacturing Services 2021
Everest Group	PEAK Matrix	Software-Defined Wide Area Network (SD-WAN) Services PEAK Matrix® Assessment 2021
Q2		
Everest Group	PEAK Matrix	Envisioning the Connected Future: 5G Engineering Services PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: Worldwide B2B Commerce Services for Industrial Manufacturing 2021 Vendor Assessment

Firm	Report type	Title
ISG	Lens	ISG Provider Lens™ Utilities Industry - Services and Solutions -
NelsonHall	NEAT	Wealth & Asset Management Services 2021
Everest Group	PEAK Matrix	Finance and Accounting Outsourcing (FAO) – Service Provider Landscape with PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D ITO Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D Strategic Consulting Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	Procurement Outsourcing (PO) – Service Provider Landscape with Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Exploring the Future of Mobility: Autonomous, Connected, Electric, and Shared (ACES) Mobility Automotive Engineering Services PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: Worldwide Life Science R&D BPO Services 2021 Vendor Assessment
Avasant	RADAR	Avasant Higher Education Digital Services 2021–2022 RADARVIEW™
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence IT Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape: Asia/Pacific (Excluding Japan) Managed Cloud Services 2021 Vendor Assessment
Gartner	Magic Quadrant	Magic Quadrant for Data Center Outsourcing and Hybrid Infrastructure Managed Services, Global

Firm	Report type	Title
NelsonHall	NEAT	Procurement Transformation 2021
Everest Group	PEAK Matrix	Network Transformation and Managed Services PEAK Matrix® Assessment 2021
Forrester	Wave	The Forrester Wave™: Application Modernization And Migration Services, Q3 2021
Forrester	Wave	The Forrester Wave™: Continuous Automation And Testing Services, Q3 2021
Everest Group	PEAK Matrix	Capital Markets Operations – Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Data and Analytics (D&A) Services PEAK Matrix® Assessment 2021
IDC	MarketScape	IDC MarketScape: European Smart Manufacturing Service Providers 2021 Vendor Assessment
HFS	Top 10	Banking and Financial Services – The Best of the Best Service Providers 2021
Q1		
Everest Group	PEAK Matrix	Application and Digital Services in Banking PEAK Matrix® Assessment 2021: Global and Europe Focus
Everest Group	PEAK Matrix	Application Transformation Services PEAK Matrix® Assessment 2021
Everest Group	PEAK Matrix	Life Sciences Operations – Services PEAK Matrix® Assessment 2021
HFS	Top 10	HFS Top 10 Supply Chain Service Providers
Gartner	Magic Quadrant	Magic Quadrant for SAP S/4HANA Application Services, Worldwide
IDC	MarketScape	IDC MarketScape: Asia/Pacific Cloud Security Services 2021 Vendor Assessment Study

Firm	Report type	Title
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence Business Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	IT Managed Security Services PEAK Matrix® Assessment 2021
NelsonHall	NEAT	CX Services in BFSI 2021
IDC	MarketScape	IDC MarketScape: Worldwide Smart Manufacturing Service Providers 2021 Vendor Assessment
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for conduct and control solutions, 2021
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for GRC analytics, 2021
Chartis	Market Quadrants	GRC Solutions: RiskTech Quadrant® for MRM solutions, 2021
IDC	MarketScape	IDC MarketScape: Worldwide Artificial Intelligence Services 2021 Vendor Assessment
IDC	MarketScape	IDC MarketScape. Asia/Pacific Intelligent Automation Services 2021 Vendor Assessment
Everest Group	PEAK Matrix	S/4HANA Services PEAK Matrix® Assessment 2021
NelsonHall	NEAT	Cognitive & Self-Healing IT Infrastructure Management Services 2021
HFS	Top 10	HFS TMT (Telecom, Media, and Technology) Service Providers Top 10 2021

PARTNER

- Won over **30** awards from technology alliance partners:
  - 2020 **Google Cloud Breakthrough Partner of the Year** for demonstrating innovative thinking, outstanding customer service, and best-in-class use of Google Cloud products and solutions.
  - Two 2021 **Microsoft Partner of the Year** Awards – Azure Intelligent Cloud in France and Dynamics 365 Field Service in the US, for demonstrating excellence in innovation and providing outstanding solutions and services based on Microsoft technology.
  - Named to the **Microsoft Business Applications 2021/2022 Inner Circle**, for the high standard of excellence in building innovative solutions that help customers achieve their growth and transformation objectives.
  - **Application Transformation and Migration Partner of the Year** at the **AWS Partner Awards** in Australia and New Zealand.
  - **Consulting Winner** along with customer Stellantis (formerly Fiat Chrysler Automobiles) for Marketing Cloud at **Salesforce Partner Innovation Awards 2021**.
  - Solutions implemented by TCS for SAIL and Trent won the **SAP ACE Awards 2021** in the **Manufacturing Transformation** and **Game Changer** categories respectively.
  - Won **SAP EMEA North Award** for **Service Partner Excellence 2022** for **Integrated Delivery Experience**.
  - **Automation 360 Cloud Partner** from Automation Anywhere in India, Middle East & Africa.
  - Won **Automation Anywhere Partner of the Year 2022** awards in the categories **Migration Partner - India**, **Knowledge Partner - India and Americas** and **AARI Solutions Partner - EMEA** at the company's annual Virtual Partner Summit.
  - **LATAM 2021 Partner of the Year** in the Product Sales Leadership category from **Automation Anywhere**.

- Recognized as the **2022 Americas Premier Partner of the Year** by **MuleSoft.**
- **Top Performing - GSI Partner** and **Game Changer - Enterprise Business category** in India and South Asia at the Red Hat Partner Awards.
- **Global Partner of the Year 2020** for Integration and API from **Software AG**.
- **Intel Partner of the Year 2021.**
- **HPE GreenLake Ecosystem Partner of the Year 2021**.
- **Creatio Partner of the Year FY2021 Award of Excellence**.
- **Zscaler's Global Solutions Integrator Partner of the Year 2021**.
- **MongoDB Global System Integrator Partner of the Year** Award for its bold, innovative solutions that accelerate the growth and transformation journeys for businesses across industries.
- **Cohesity GSI Innovation Partner of the Year** FY21, for accelerating innovation and increasing the ease of doing business.
- **Celonis BPO Partner of the Year** at the Celonis Ecosystem Summit 2021.
- **IFS Solutions Partner of the Year** and **IFS Services Partner of the Year (Enterprise Category)** at the 2021 IFS Partner of the Year Awards.
- **BMC Partner of the Year Award – Cognitive Automation** at the BMC Service Provider eXchange (SPeX).
- **2021 Partner of The Year Award** by **Smart Message.**
- **Strong Growth – Identity and Access Management Partner of the Year 2021** by **CyberRes**, a Micro Focus line of business.
- Named the **Ivalua APAC Partner of the Year 2021**.
- Named **International Partner of the Year 2021** by **Ping Identity**.
- Recognized as **GSI Partner of the Year 2021** by **GoTo Partner Network**.
- Named **Qlik's North America System Integrator of the Year**.
- **System Integrator Partner Innovation award** from Qlik.

Social Capital

- Won the **World Leadership Congress Award** for world-class operations at the All-Women Business Process Services and IT Center in Riyadh, Saudi Arabia.
- Won the **Best Indian Investment Award** from the **Indo-French Chamber of Commerce & Industry** for TCS' commitment to the French economy through sustained long-term investments in talent development, innovation, and regional growth.
- TCS' Assisto, an innovative solution developed by TCS Rapid Labs, was awarded **Social Impact Solution of the Year** at the NASSCOM Engineering R&D Awards, 2021 for the use of the cognitive speech algorithms that generate speech output in the tone, mother tongue and near-real sound of the child using it.
- Named in Points of Light's **Civic 50** List for the Fifth Consecutive Year for TCS' commitment to drive social impact of its community engagement programs.
- TCS Bringing Life to Things ™ IoT Lab awarded **CMO Corporate Social Responsibility Award** at CMO Vision and Innovation Awards 2021.

Corporate Social Responsibility

Overview

TCS' vision is to empower people and communities to build self-reliance through technology while promoting the values of fairness, equity and respect for human rights. Its mission is to connect people to opportunities in the digital economy while building equitable, inclusive pathways for all – especially women, youth, and marginalized groups.

TCS has been a signatory to the UN Global Compact (UNGC) since 2006 and is aligned with its ten principles. The Company supports the principles contained in the Universal Declaration of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations Guiding Principles on Business and Human Rights. These principles guide TCS' community initiatives.

The company continues to invest in addressing the most pressing needs of the community, focusing on education, skilling, employability, and digital entrepreneurship with a focus on bridging the opportunity gap for people and communities. It invests in health and wellness, water sanitation and hygiene, conservation, and disaster relief efforts to support the basic needs of communities.

Through its unique engagement model, TCS leverages its intellectual capability, technology expertise, large employee base volunteering their time and skills and of course financial capacity to invest in programs that deliver longer term social impact across the globe.

Its programs are holistic and comprehensive, and designed to be flexible and adaptable, meeting the specific needs of communities and regions around the world. To build capacity of grassroots organizations working in local communities, TCS also invests in strategic partnerships, research, and insights by providing pro-bono technology consulting. This model of engagement allows TCS to empower communities, create generational improvements and build greater futures.

In FY 2022, TCS estimates that its global community initiatives reached more than **1.7 million** beneficiaries, made possible by over **58,900** employees contributing over **700,000** hours of their volunteering time to support local community initiatives.

Mapping of TCS' CSR Programs with SDG Goals

Adult Literacy Program - Creating access to literacy on a path to livelihoods

Despite years of investments, illiteracy continues to be a core impediment stopping individuals from realizing their potential. TCS' Adult Literacy Program, through its digital literacy solution has been addressing this over the past 2 decades in India and West Africa. Women have been a key target group, with the program offering them a path to financial independence and an opportunity to be role models for their children, especially girls, in their families. Till date, over **1.08 million** learners, over **80%** of them women, have benefited from this program. The program runs in over 162 districts across 20 states and union territories across India, and also in Burkina Faso, West Africa.

TCS has further expanded the scope of this program in response to India's new National Education Policy, which emphasizes the need for digital literacy, financial, legal, and electoral literacy, disaster management and environmental literacy in addition to functional literacy, to empower communities. New modules on the platform include financial literacy skills (8-10 hours), digital literacy skills (5-7 hours), citizen entitlement awareness (3-4 hours) and disaster risk reduction awareness (8-10 hours).

In FY 2022, over **7,400** learners gained basic literacy skills.

The impact of this program has been transformational and transgenerational. It is promoting social inclusion, financial stability and economic growth, empowering neo-literates with better access to the financial system, government benefit programs and a greater say in family and community decision-making.

Program outcomes include:

- **81%** of the learners have encouraged their own children especially girls to go to school.
- **75%** learners expressed that their self-esteem has increased because of this program.
- **67%** learners feel that they have started participating more in the decision-making process in their family.

Ignite My Future (IMF) - empowering educators and creating skills of the future

As technology change accelerates, the workforce of tomorrow requires new age skills and capabilities to be productive. Computational thinking is one such futuristic skill that not only provides learners with a problem-solving mindset, but also enables access to high skilled jobs, enabling communities to benefit from the adoption of new technologies. However, there has been limited integration of this skill within classrooms across the globe. Educators that play a key role in creating access are themselves

'Sampa' stands out for her perseverance and dedication, and for showing that self-will and determination triumphs against all odds. When she first approached one of TCS' partner organizations working with individuals with developmental disabilities, she was in her mid-twenties, illiterate and suffering from disorganized thoughts, preoccupation, aggressive behavior and a shattered sense of self.

Introduced to TCS's digital literacy solution ALP, she gradually started taking interest in learning, drawn by the colourful and attractive content. She was seen observing the letters and numbers on her own, and slowly started comprehending them. She took everyone by surprise when the National Institute of Open Schooling results were announced, and she got an A grade.

It took 5 long years to bring her back to a life of self-dignity. Sampa now works in a café run by the partner organization, and is able to handle the finances of the café business and contribute meaningfully.

not empowered to embed this within the learning curriculum.

TCS' **IMF**, implemented **in North America, UK, India, Latin America** and **APAC**, has created global access for educators and students to hone this skill set. Equity and inclusion are integrated in the program design, to specifically enable access for underserved students from marginalized communities.

Scenario-based lesson plans, teacher training and resources, immersive and interactive engagements for families as well as a year-round network of support for educators through the Learning Leaders Program ensures that the program addresses the critical needs of every stakeholder in the learning journey - creating long-term integration of a highly valued skill set. To meet virtual and hybrid learning demands, all aspects of the program were restructured for online delivery, remaining inclusive of communities with varying digital access and tools.

IMF launched its largest Global Innovations Teacher Project to-date with 24 teachers from 5 countries reaching over 500 students. Over 100 TCS employee volunteers supported the 6-week project.

In FY 2022, the program empowered nearly **435,000** students and educators.

Program outcomes include:

- **81% educators** were ready to use resources in their classroom post-training.
- **90% educators** reported they have returned to in-person instruction.
- **$10K+ average** savings to each district and educator from free training.

goIT (go Innovate Together) – Digital Innovation Program for Students

The jobs of tomorrow are changing rapidly. Economies around the world are dealing with the disparity between the needs of employers and the skills that youth possess. According to the National Science Foundation, it is predicted that 80% of the jobs created in the next decade will require some form of math and science skills. The lack of sufficient numbers of students pursuing these streams, and insufficient focus on innovation, problem-solving and creativity in school curricula, are seen as big challenges to the digital economy.

Anne LeBlanc is a middle school teacher at Halifax Regional in Nova Scotia, Canada. Anne uses Ignite My Future resources to make computational thinking come to life for her students, in all core subjects. She and her students have participated in two IMF Global Collaborations through which she has had the opportunity to collaborate with teachers from around the world.

Through this project, that relies on students' using computational thinking to solve a global problem, Anne has found that her classroom gets bigger and the world gets smaller for her students. This project has also been beneficial to one of her French speaking students as he is able to translate his videos and other students' videos allowing collaboration to happen even across language barriers.

"My students have found that through connecting with other students outside of their community they are more alike, than they are different." Anne supports and collaborates with like-minded educators though IMF global network of Learning Leaders.

TCS' flagship digital innovation and career readiness program, **goIT** (go Innovate Together), prepares students with the skills and mindsets to pursue careers of the future. Through engaging design workshops and custom mentorship experiences, goIT benefits students by challenging stereotypes and inspiring future leaders to pursue the careers of tomorrow, most of which will involve STEM and the computer sciences.

goIT uses a four-pronged model of (1) volunteer driven engagements, in-person or virtually, (2) seamless year-round connects via goIT Online, (3) SDG-focused monthly challenges and (4) Custom mentorship experiences designed to introduce student local experts and opportunities. Each prong, layered with partnerships with school districts and mentoring by industry professionals from TCS, makes goIT a unique program that helps students develop core skills that enable them to be productive in the jobs of tomorrow.

After over a decade of success and a footprint of 40 countries, goIT has now benefited over **100,000** students who have designed more than **26,000** tech-for-good digital innovation prototypes.

In FY 2022, more than **30,000** students and educators benefited from this program.

Four learners from Sinenjongo High School in Cape Town, celebrated their win in the goIT Tech-savvy Challenge, hosted by TCS in partnership with Steam education specialist Sakhikamva Foundation.

The event saw more than 455 participants from nine high schools across the Western and Eastern Cape battle it out with their ideas for a winning app that could change their local communities. Eventually, learners from Sinenjongo High and Goodwood College took the top three positions.

The founder of Sakhikamva Foundation, Fatima Jakoet said the foundation was impressed by all the participants of the competition but inspired by learners from Cape Town who worked hard to win the tech challenge.

"What we have seen in this year's South African goIT Challenge is young people expressing their ability to be problem-solvers who can contribute to a better world," said Jaconet.

Speaking about her team's app idea, WO-MEN, Sinenjongo High School learner Lilitha Masizana said: *"We are so happy and excited to have won, and as a team we stand by what our app was designed to do – to promote gender equality and the acceptance of gender diversity, which includes a conversation platform to highlight the impacts of gender inequality."*

Program outcomes include:

- **87%** students felt they could be computer scientists after their goIT experience.
- **96%** students reported that they gained positive insights from their TCS volunteer mentor.
- **80%** showed an increased interest in STEM and Computer Science.
- **88%** students demonstrated an understanding of how technology can be used to improve their community.

Youth Employment Program - connecting India's rural youth to careers in digital economy

TCS' Youth Employment Program (YEP) focuses on one of the biggest challenges in India, which is unemployment, underemployment, and lack of access to high paying jobs among youth. It is estimated that 7 million people are annually added to the workforce, but the education and skills profile of the existing workforce is very poor - especially in rural and semi-urban locations. The pandemic has created an even bigger need to integrate digital and technology related skills within the learning experience to ensure that youth can avail of the jobs that are available in the market.

YEP connects India's youth to careers in the digital economy through the development of competencies in numerical ability, logical reasoning, communication, programming and domain skills. The program also provides career guidance and interview skills to help youth navigate through opportunities available in the market. Over the last two years, the program has gone virtual. The program has:

- Enhanced employability of rural underprivileged youth from socially, economically and geographically disadvantaged communities.
- Provided youth, especially those from historically marginalized and low-income families, with industry-specific experiential learning that improves exposure to the kind of skills and competencies required to make them a highly viable industry resource.
- Ensured continuous availability of highly skilled and cross-functional talent pool for the industry.
- Increased diversity and gender parity within the workforce while creating inclusion and access for marginalized groups across the country.
- Promoted sustained and inclusive economic growth, full and productive employment and decent work.

In FY 2022, more than **19,700** students were trained in India and LATAM, of whom more than **7,400** students gained employment in sectors such as IT and ITeS, Retail, Banking and others. Today, the program runs in 35 States & Union territories across India.

Biki Minj is a young woman who had never seen her father's face. She was brought up by her widowed mother, a tea garden labourer in Darjeeling and a worker in the children's hostel. Biki began picking up English at the age of two, when she and her mother moved into the children's hostel. At Biki's own school, only the local language was used during instruction.

Biki had dreams of attending college after she graduated from high school, but the family could not afford it. Instead, she took up a hospitality management course and joined an airline as ground staff in Kolkata. Unfortunately, the airline went out of business, forcing Biki to look for other work. She ended up in a small town in the Uttar Dinajpur district of West Bengal teaching English in a school for four years.

During that period, she continued her BA studies in IGNOU through distance learning and became a Graduate in English. On a trip to Siliguri, Biki learned about TCS' Youth Employment Program that was about to be launched in the city. She enrolled herself for the training and travelled 30 km every day from her grandmother's house to reach the training centre. Biki worked tirelessly, learning as much as she could during the program and earning recognition from her instructors. Her efforts paid off when she was offered a full-time position at TCS during a recruitment drive in Siliguri.

Since she joined TCS, Biki has been able to experience a freedom she never thought possible. Earning a regular salary allowed her to begin saving money to build a house for herself and her mother, a house that will one day be testimony to a life of independence and self-respect.

Program outcomes include:

- **4X** enhancement in income for individuals from marginalized communities in comparison to elementary occupations.
- **80%** indicated that better jobs led to a change of role as earning member.
- **74%** indicated an enhancement of status in the family and community.

Entrepreneurship and Self-Employment

India has **30% youth unemployment** (15-29 years) compared to a 15% global average, and 325 million Indians are from historically disadvantaged and marginalized communities. Lack of proper technology infrastructure, knowledge and resources in villages have prevented communities from accessing opportunities presented by the digital economy.

Since 2014, the TCS' **BridgeIT** program has addressed social inequalities by empowering marginalized youth to become rural entrepreneurs and civic leaders in their villages. Partnering with local NGOs, TCS engages the cohort through a 5-year period, offering them skills, mentoring, technology, tools and resources. These digital entrepreneurs become serve as the last-mile-connect for people in the villages, delivering essential digital services in the areas of education, adult literacy, unemployment, social discrimination. This facilitates a 'bridging' of access and opportunities between youth in rural, underserved areas and those in urban towns. Through this strategic approach, the program has:

- Upskilled young men and women from marginalized communities to be successful digital entrepreneurs.

Twenty-seven-year-old entrepreneur Bapi Raita is a member of the Saura tribe which has some of the most severe problems with obtaining adequate nutrition in India. Starvation deaths are common among the Saura. Despite earning a diploma in Civil Engineering, Bapi was forced to do odd jobs to make ends meet for his family.

Bapi married, moving to Bangalore with his wife and working in a garment factory for nearly a year. When his wife fell ill, Bapi was had no choice but to return to his village to help manage her care. Still needing to earn money to support his family, Bapi learned about BridgeIT from a local NGO in Odisha and registered for the training. Over the course of the program, Bapi learned how to do business in the digital space with the training and mentoring provided by the BridgeIT facilitators, an opportunity which would have never been possible.

On completion of BridgeIT, and with equipment donated by TCS, Bapi was able to start his own online business. As his business began growing, so did his earnings. Bapi is now earning nearly ₹ 1.30 lakhs from just ₹ 4,000 before completing BridgeIT.

Bapi also wears BridgeIT Cluster Lead's hat for the area where he operates in. With this comes the responsibility to mentor seven other digital entrepreneurs from nearby villages. He gets a great sense of fulfilment when he carries out his role as a Leader.

Bapi proudly says, *"BridgeIT has changed my life and has brought hope of a good future for me and my family. It has brought brightness to our lives and our community."*

- Empowered them with digital technologies - facilitating a platform for essential online services within rural areas.
- Enabled them to educate students in Government schools and support literacy for adults through digital tools and resources.

Currently running in 30 districts across India, TCS' vision is to expand this program to all of India's aspirational districts. In FY 2022, BridgeIT has enabled **321** entrepreneurs across 20 districts in 9 States.

Program outcomes include:

- **1.5X** earnings compared to other self-employed individuals in rural areas.
- **95%** indicated increased income and improved standard of living.
- **92%** women indicated higher self-esteem at home.

Digital Impact Square (DISQ), a TCS Foundation Initiative, is an open social innovation platform designed to enhance the lives of citizens. The platform encourages innovation using digital technologies, to address the needs of citizens by inviting individuals or teams who want to bring in a change and create an impact in society through digital innovations.

DISQ has nurtured over **55** changemakers from around 590 innovators since 2016.

The program has received high appreciation from stakeholders in the government and social organization such as Social Alpha, Tata Trusts and Unltd India. There has been immense interest from various parts of the country in replicating the DISQ model. DISQ collaborated partners to identify potential opportunities for students.

Ekatvam Innovations Program outcomes the 'Most Promising Solution' globally by a panel of water experts from Ramboll, Grundfos and the International Water Association in a global competition. They were awarded scholarships to participate in the International Water Congress 2022 in Copenhagen.

Overall, the program has supported 12 solutions in reaching self-sufficiency.

Thought Leadership, Research and Insights

Digital Empowers

Digital Empowers, TCS' global thought leadership program in CSR, explores the intersection of technology and social impact, spotlighting the crucial role technology plays in finding solutions for intractable social issues. The purpose of the program is to raise awareness of digital technologies and social issues, explore the art of what's possible, and foster cross sector partnerships.

The program focuses on convening experts from technology, business, non-profit, public policy, and academia to ideate, collaborate, and create digitally driven solutions to social impact challenges. Since the inception of the program in 2018, Digital Empowers has engaged with over 6,000 experts across India, South Africa, the UK, and Mexico to expand collective knowledge and collaborate to come up with new solutions to the most pressing community issues, with the potential to scale and be applicable throughout the world.

TCS runs the Pitch for Purpose, a competition for start-up social entrepreneurs, to showcase mission-driven founders across the world whose fledging businesses are solving issues by deploying emerging technology and cutting-edge innovation. The competition grew in 2021, with over 200 entrepreneurs applying, and eight finalists pitching to a live panel of expert judges. Elliot Roth, Founder of Spira Inc., won the first-place prize with his innovative solution that creates carbon negative materials from genetically engineered algae.

In August 2021, Digital Empowers, in partnership with the U.S. Chamber of Commerce Foundation, published a culminating report, Technology as a Catalyst for Empowering Communities. With nine different topics examined, the report captured the unique insights, best practices, and key learnings from dozens of experts across sectors and industries that are actively driving social change using digital tools and technologies.

https://www.tcs.com/corporate-social-responsibility/digital-empowers/catalyst-report'

Health and Wellness

Healthy communities can drive better economic development and a feeling of wellbeing. TCS recognizes the importance of health and wellness, and promotes it among its employees as well as in local communities across the world. Its CSR initiatives seek to create new, systemic solutions that address society's biggest health challenges.

TCS has provided an integrated Hospital Management System and IT infrastructure, which includes a comprehensive and fully integrated, web-based solution, to **The Cancer Institute (CI), Chennai** and **Tata Medical Center (TMC), Kolkata**. As a result of laboratory equipment integration, a larger number of patients have benefited, with the solution providing 100% coverage of patients via virtual engagements, including those that did not show up or were not reachable. Patient care services implemented this year improved patient satisfaction and reduced anxiety.

A 15-bed COVID-19 care facility was setup and made operational at the Cancer Institute during the second COVID wave to facilitate care for COVID-affected patients. Patient Care Coordinators (PCCs) at TMC Kolkata continued to support patients by managing virtual-consultation processes, pediatric OPD appointments, patient crowd management and new patient management. Patients Investigation Reports were made available on the TMC website for online viewing directly by patients, without the need for physically visiting the hospital to collect reports.

Water Sanitation and Hygiene

Jal Jeevan Mission, a project by the Ministry of Jal Shakti, Government of India, has been supported by the Tata Group, with TCS providing key expertise in applying a 'Bridgital model' for monitoring rural water service delivery as well as enhanced stakeholder engagement via digitally enabled workflows.

To address several issues in rural water supply, TCS created an IoT-based smart water management solution for remote monitoring and control. This innovative solution is end-to-end, from source to tap, feature rich, uses advanced analytics and has high fidelity with over 99.9% uptime and accuracy. It can work in poor cellular network coverage areas (particularly in remote and rural villages) and is powered by solar power, best suited for off-grid environments.

This solution has so far helped provide regular, adequate, and clean drinking water to nearly **75,000** beneficiaries across 14 villages spread across 8 states and union territories in India.

It has helped identify distribution issues – such as outages, leakages or low pressure, and led to timely resolutions. It recently alerted both officials and the local community of fast depleting groundwater levels, that led the villagers to build a source strengthening structure to recharge their borewell.

With TCS' IoT-based smart water management solutions, communities are able to:

- Ensure equitable and adequate water quantity, quality and periodicity.
- Reduce water borne diseases through water quality monitoring.
- Improve lives of rural households, especially women and girls.

Pro-Bono Technology Support to Social Organisations

As part of TCS' pro-bono technology support interventions or Tech4Good Programme, TCS continues to help community-based organizations and non-profits seeking to create social and environmental impact across the globe. TCS has been leveraging its abundant technology and Intellectual capital to create exponential impact across the globe by delivering pro-bono digital services to social organizations. The company's engagement strategy utilizes its contextual knowledge and the knowledge from a diverse network of experts to develop innovative solutions to unique problems within the community.

- The Resume Builder, an application created by TCS' Social Innovation Lab in close collaboration with TCS Research and Innovation group, helps participants of the Youth Employment Program generate standardized resumes, setting them up for success in the job market. The application has been piloted with over 3,000 YEP participants and slated to be expand further in the future.
- In Australia, TCS provided pro bono technology empowerment to Meals on Wheels NSW, Food Ladder, Charitable Recycling Australia, The Indigenous Marathon Foundation and Briometrix so they could continue to support people who depended on their services even during in the pandemic.

  "Since TCS helped us develop the calculator, we have been able to reach greater audiences both through our website and networks and also through our members," said Omer Soker, CEO, Charitable Recycling Australia.
- In Italy during the peak of the pandemic, TCS supported San Martino, a social enterprise focused in helping non-nationals living in Italy start their careers to create a fair ground for employment. TCS designed, developed and implemented a digital solution so they can continue to help people from all backgroundsacross Italy kickstart their careers.

  "Thanks to the great support of TCS experts, San Martino was able to design and implement a Career Guidance section on their website specifically designed for international students," explained Mario Porcelli, Managing Director for San Martino Servizi.
- In North America, TCS continues to build pro-bono digital solutions for organizations like The Council for Responsible Sport, International Medical Corps and so on. The Council for Responsible Sport helps sporting organizers assess the Environmental, Social, and Governance impact of events and has been helping organizers of i.e., the Bank of America Chicago Marathon to track their resource usage and impact for years.
- TCS' 2,000-hour pro bono commitment to the 'Re-Score project' helped envision the Council's drive to create a digital solution, leveraging cloud-based technology that would serve as a first-of-its-kind in the field. Re-Score makes credible guidance and performance tracking accessible to all organizations that host sporting events.
- For International Medical Corps, a global, non-profit, humanitarian aid organization spread across 30 countries in Africa, Asia and

Middle East with a focus on providing health services support, clean water and hygiene education, women's and children's health and emergency response and preparedness, TCS helped reimagine their vendor prequalification system and digitized the processes for improved efficiency and operational resilience.

Employee Engagement

TCS' skill-based CSR initiatives offer volunteering opportunities to employees, helping them give back to the communities, imbuing them with a higher sense of purpose. Our people-centric investments go beyond the boundaries of our organization, into communities across the world, where we support initiatives to bridge the digital divide, and address some of the most pressing issues in countries where we live and work.

TCS' Employee Volunteer Program (EVP) offers opportunities to employees for contributing their time and effort towards societal well-being, while sensitizing them to the issues that are plaguing the world. Volunteering fosters a sense of fraternity, bringing employees together and engaging them in ways beyond work.

During the devastating second wave of COVID-19 in India, EVP team has worked with various internal TCS teams such as Safety First, Cares to create the content for several community support initiatives. The content was then used to create awareness

Praveen Kumar a TD faculty from MBU, started volunteering for goIT program with training workshops for around 400 students from a nearby school in Kanchipuram. During sessions on problem-solving and design thinking, he interacted with students and was amused by how they related to the concepts in their own unique ways. He says seeing students view the process of learning as a game transported him back to his school days. He also believes that being around students can help one forget about their sorrows, anxieties, and stresses, hence boosting one's energy and spreading positivity. His journey continues to shape many more subsequent generation's students, preparing them for 21st-century skills. He has also been an active faculty member for weekly YEP workshops, conducted several business communication sessions for YEP colleges in Tamil Nadu. He urges other volunteers to deliver the courses with enthusiasm, provide examples and share real-world references to enable students to relate to concepts and apply their learnings in everyday activities.

Chai Eng Law an HR Specialist has been an active YEP volunteer for over six years. Once her session was scheduled over a weekend, yet the students seemed incredibly happy to be at the college. As she watched their faces filled with enthusiasm, she knew volunteering for this program would be worth her time and effort, which later turned out to be 100% true. She says, *"I strongly believe that in learning, you will teach, and in teaching, you will learn. YEP, gives me the opportunity to practice this belief of mine."* Her weekends would pass by in a blink of an eye, and the benefits from this program far outweighed the inconveniences she faced. She felt overwhelmed when she saw her students gradually overcome their hesitation to converse in English and eventually became more confident in spoken English. She recalls, one day as she was about to enter the lift in her office building, she spotted a young associate stepping out of the lift. Her joy knew no bounds when she recognized this person as a YEP trainee who had appeared at a mock interview conducted by her.

on the importance of vaccination to curb vaccine hesitancy, facilitating mental health awareness sessions for beneficiaries of the CSR initiatives and the community at large. EVP team has owned and managed this entire process by liaising with internal CSR teams and external TCS functions.

More than **58,900** TCS associates volunteered nearly **700,000** hours towards various programs in FY 2022 aligned to Sustainable Development Goals 3, 4, 5, 8, 10, and 13.

Program outcomes include:

- Through Pro Engage, TCSers from 13 countries and 8 regions supported 204 pro bono projects, contributing 14,000+ hours to NGOs in India, NA, and LATAM.
- IMF kicked off a Global Teacher Collaboration with 29 teachers from 5 countries, engaging 100+ volunteers from NA and LATAM over 6 weeks.
- Celebrated the 7th annual Sadhana Month, through which over 16,000+ volunteers from India, NA, and LATAM donated 215,000 hours of service in their local communities.
- Leaders with Purpose, a civic leadership program designed to nurture and prepare TCS leaders with the skill to lead societal change, which was successfully running in North America for the last 3 years, was launched in India, UK&I and LATAM. The program harnesses the leadership, communication, and project management skills needed to create a sustained commitment to social impact within our industry and communities.

Empowering Communities in the Fight Against COVID 19

Initiatives to help communities deal with the pandemic, launched in the prior year along with TATA Group companies continued in FY 2022. With the support of TCSers across the globe, the company continued to help those that needed it the most. Key highlights:

- TCS donated 1,170 oxygen concentrators and 252 ventilators across 15 states in India and mobilized thousands of employees, customers and partners to support our COVID response
- Dependents of those who lost their lives to the pandemic were enrolled in TCS' Youth Employment Program, where they were trained and groomed to improve their employability. New livelihood avenues were made available for 1,600 COVID-affected families.
- TCS' BridgeIT entrepreneurs supported their local communities, helping out with vaccine registration, accessing online COVID reports and online government initiatives.
- TCS volunteers helped cascade awareness materials around infection prevention and vaccination in remote communities, sourced from authentic sources such as the Government of India, MoHFW and WHO.
- The TCS Cares program organized sessions to provide mental health support.
- Basic provisions such as rice, cooking oil, sugar, canned food were provided to underprivileged, poor and disabled families.
- With all schooling going virtual, TCS donated laptops and mobile broadband connections to students from low-income families, and volunteers held conducted sessions on internet literacy.

Business Responsibility & Sustainability Report

SECTION A: GENERAL DISCLOSURES

I. Details of the listed entity[1]

1. **Corporate Identity Number (CIN) of the Listed Entity:** L22210MH1995PLC084781

2. **Name of the Listed Entity:** Tata Consultancy Services Limited

3. **Year of incorporation:** 1995

4. **Registered office address:** 9th Floor, Nirmal Building, Nariman Point, Mumbai - 400 021, India

5. **Corporate address:** TCS House, Raveline Street, Fort, Mumbai 400 001, India.

6. **E-mail:** corporate.sustainability@tcs.com

7. **Telephone:** +91 22 6778 9595

8. **Website:** www.tcs.com

9. **Financial year for which reporting is being done:** Financial year 2021-22 (April 1, 2021 to March 31, 2022)

10. **Name of the Stock Exchange(s) where shares are listed:** NSE (National Stock Exchange of India Limited) and BSE (formerly Bombay Stock Exchange)

11. **Paid-up Capital:** ₹ 366 crores

12. **Name and contact details (telephone, email address) of the person who may be contacted in case of any queries on the BRSR report:**

    Name: Milind Lakkad

    Designation: Chief Human Resources Officer

    Telephone number: +91 22 6778 9999

    E-mail id: corporate.sustainability@tcs.com

[1] GRI 2-1, GRI 2-3

13. **Reporting boundary - Are the disclosures under this report made on a standalone basis (i.e. only for the entity) or on a consolidated basis (i.e. for the entity and all the entities which form a part of its consolidated financial statements, taken together).**[2]

Data	Basis	Exclusions
Financial	TCS' consolidated global operations	None
Human Resources	TCS' global operations, including wholly owned subsidiaries.	< 0.2% of the consolidated headcount.
	Disclosures pertaining to employee benefits, performance appraisals and statutory topics are specific to the workforce based in India.	Workforce outside India
Environmental	TCS' Global operations (using operational control approach).	Other TCS' operations accounting for < 4% headcount

The data measurement techniques used, and the basis of calculations and estimates have been mentioned in the relevant areas of this report. TCS does not believe there is any substantial divergence from the GRI Indicator Protocols. The scope, boundaries, and methodology for data analysis in this document remain the same as in the prior year and are mentioned above. There has been no restatement[3] of information or changes in the material topics or boundaries since the prior year. The data is sourced from Ultimatix, TCS' core enterprise platform. Other supporting data is reviewed by relevant third-party assurers as part of ISO and financial audit.

GRI Assurance[4]: Ernst & Young has assured the data presented under GRI Standards disclosures as specified in their Assurance Statement. The scope and basis of assurance have been described in their assurance letter. The Board was not involved in seeking this assurance.

[2] GRI 2-2
[3] GRI 2-4

II. Products/services[5]

14. **Details of business activities (accounting for 90% of the turnover):**

TCS provides IT services, consulting and business solutions to many of the world's largest businesses in their transformational journeys. Further details are provided in the Management Discussion and Analysis section of this Integrated Annual Report.

15. **Products/Services sold by the entity (accounting for 90% of the entity's Turnover):**

Application Development and Maintenance, Consulting and Service Integration, Digital Transformation Services, Cognitive Business Operations and Products and Platforms.

Some of the services broadly map to NIC classes 6201, 6202, 6209 and 6311.

[4] GRI 2-5
[5] GRI 2-6

III. Operations[6]

16. **Number of locations where plants and/or operations/offices of the entity are situated:**

Location	Number of plants	Number of offices (Delivery offices)	Total
National	NA	Delivery centers – 113, Offices - 9	122
International	NA	Delivery centers – 71, Offices - 107	178

17. **Markets served by the entity:**

a. **Number of locations**

Locations	Number
National (No. of States)	28 States and 8 Union Territories
International (No. of Countries)	54

b. **What is the contribution of exports as a percentage of the total turnover of the entity?**

The contribution of exports as a percentage of total turnover of TCS Standalone is 94.0%.

c. **A brief on types of customers**

TCS works with leading corporations across the world - typically Fortune 1000 or Global 2000 corporations and the public sector. In India, TCS works with departments of the Government of India, various state governments, systemically important entities and the private sector.

[6] GRI 2-6

IV. Employees

18. **Details as at the end of Financial Year:** FY 2021-22

a. **Employees (including differently abled)[7]:**

S. No.	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
1.	Permanent (D)	590,662	379,942	64.3	210,720	35.7
2.	Other than Permanent (E)	17,609	9,924	56.4	7,685	43.6
3.	**Total employees (D + E)**	**608,271**	**389,866**	**64.1**	**218,405**	**35.9**

Note:

- TCS' global headcount excludes employees of non-wholly owned subsidiaries.
- All of TCS' workforce is categorized as 'Employees' and none as 'Workers'. Hence in all the sections, details sought of the 'Workers' category are Not Applicable to TCS.
- Other than Permanent category includes contractors and interns.

b. **Differently abled Employees:**

S. No	Particulars	Total (A)	Male		Female	
			No. (B)	% (B / A)	No. (C)	% (C / A)
	DIFFERENTLY ABLED EMPLOYEES					
1.	Permanent (D)	921	706	76.7	215	23.3
2.	Other than Permanent (E)	11	8	72.7	3	27.3
3.	**Total differently abled employees (D + E)**	**932**	**714**	**76.6**	**218**	**23.4**

Note:

- Differently abled type includes Hearing, Visual, Locomotor, Orthopedic and Others

[7] GRI 2-7

19. **Participation/Inclusion/Representation of women**[8]

	Total (A)	No. and percentage of Females	
		No. (B)	% (B / A)
Board of Directors	9	2	22.2
Key Management Personnel	4	0	0.0
Senior Management	29,966	3,980	13.3

Note:

- Key Management Personnel (KMP) are Chief Executive Officer and Managing Director (CEO&MD), Chief Operating Officer and Executive Director (COO), Chief Financial Officer (CFO) and Company Secretary (CS).
- Senior Management excludes Directors and KMP.

20. **Turnover rate for permanent employees**[9]

	FY 2021-22			FY 2020-21			FY 2019-20		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Permanent Employees	17.3%	17.8%	17.5%	7.5%	7.5%	7.5%	12.8%	14.2%	13.3%

Note:

- Turnover rates mentioned above are for TCS' global headcount (including IT and business services), excluding non-wholly owned subsidiaries.

[8] GRI 405-1
[9] GRI 401-1

V. Holding, Subsidiary and Associate Companies (including joint ventures)

21. **(a) Names of holding / subsidiary**[10]

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
1.	Tata Sons Private Limited	Holding	72.3	Yes
2.	APTOnline Limited	Subsidiary	89	Yes
3.	C-Edge Technologies Limited	Subsidiary	51	Yes
4.	MP Online Limited	Subsidiary	89	Yes
5.	TCS e-Serve International Limited	Subsidiary	100	No
6.	MahaOnline Limited	Subsidiary	74	Yes
7.	TCS Foundation	Subsidiary	100	Yes
8.	Diligenta Limited	Subsidiary	100	Yes
9.	Tata Consultancy Services Canada Inc.	Subsidiary	100	Yes
10.	Tata America International Corporation	Subsidiary	100	Yes
11.	Tata Consultancy Services Asia Pacific Pte Ltd.	Subsidiary	100	Yes

[10] GRI 2-2

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
12.	Tata Consultancy Services (China) Co., Ltd.	Subsidiary	93.2	Yes
13.	Tata Consultancy Services Japan, Ltd.	Subsidiary	66	No
14.	Tata Consultancy Services Malaysia Sdn Bhd	Subsidiary	100	Yes
15.	PT Tata Consultancy Services Indonesia	Subsidiary	100	No
16.	Tata Consultancy Services (Philippines) Inc.	Subsidiary	100	Yes
17.	Tata Consultancy Services (Thailand) Limited	Subsidiary	100	No
18.	Tata Consultancy Services Belgium	Subsidiary	100	Yes
19.	Tata Consultancy Services Deutschland GmbH	Subsidiary	100	Yes
20.	Tata Consultancy Services Sverige AB	Subsidiary	100	Yes
21.	Tata Consultancy Services Netherlands BV	Subsidiary	100	Yes
22.	Tata Consultancy Services Italia s.r.l.	Subsidiary	100	Yes
23.	Tata Consultancy Services Luxembourg S.A.	Subsidiary	100	Yes
24.	Tata Consultancy Services Switzerland Ltd.	Subsidiary	100	Yes
25.	Tata Consultancy Services Osterreich GmbH	Subsidiary	100	No
26	Tata Consultancy Services Danmark ApS	Subsidiary	100	Yes
27.	Tata Consultancy Services De Espana S.A.	Subsidiary	100	Yes
28.	Tata Consultancy Services (Portugal) Unipessoal, Limitada	Subsidiary	100	Yes
29.	Tata Consultancy Services France	Subsidiary	100	Yes
30.	Tata Consultancy Services Saudi Arabia	Subsidiary	100	Yes
31.	Tata Consultancy Services (Africa) (PTY) Ltd.	Subsidiary	100	Yes
32.	Tata Consultancy Services (South Africa) (PTY) Ltd.	Subsidiary	100	No
33.	TCS FNS Pty Limited	Subsidiary	100	Yes

S. No.	Name of the holding / subsidiary/ (A)	Indicate whether holding/ Subsidiary	% of shares held by listed entity	Does the entity indicated at column A, participate in the Business Responsibility initiatives of the listed entity? (Yes/No)
34.	TCS Financial Solutions Beijing Co., Ltd.	Subsidiary	100	Yes
35.	TCS Financial Solutions Australia Pty Limited	Subsidiary	100	Yes
36.	TCS Iberoamerica SA	Subsidiary	100	Yes
37.	TCS Solution Center S.A.	Subsidiary	100	Yes
38.	Tata Consultancy Services Argentina S.A.	Subsidiary	100	Yes
39.	Tata Consultancy Services Do Brasil Ltda	Subsidiary	100	Yes
40.	Tata Consultancy Services De Mexico S.A., De C.V.	Subsidiary	100	Yes
41.	Tata Consultancy Services Chile S.A.	Subsidiary	100	Yes
42.	TCS Inversiones Chile Limitada	Subsidiary	100	Yes
43.	TATASOLUTION CENTER S.A.	Subsidiary	100	Yes
44.	TCS Uruguay S.A.	Subsidiary	100	Yes
45.	MGDC S.C.	Subsidiary	100	Yes
46.	Tata Consultancy Services Qatar L.L.C.	Subsidiary	100	No
47.	Tata Consultancy Services UK Limited (formerly W12 Studios Limited)	Subsidiary	100	Yes
48.	TCS Business Services GmbH	Subsidiary	100	Yes
49.	Tata Consultancy Services Ireland Limited	Subsidiary	100	Yes
50.	TCS Technology Solutions AG (formerly Postbank Systems AG)	Subsidiary	100	No
51.	Saudi Desert Rose Holding B.V.	Subsidiary	100	Yes
52.	Tata Consultancy Services Bulgaria EOOD	Subsidiary	100	Yes
53.	Tata Consultancy Services Guatemala, S.A.	Subsidiary	100	No

VI. CSR Details

22. (i) **Whether CSR is applicable as per section 135 of Companies Act, 2013: (Yes/No)** Yes

(ii) **Turnover (in ₹)** ₹ 191,754 crore

(iii) **Net worth (in ₹)** ₹ 89,139 crore

VII. Transparency and Disclosures Compliances

23. **Complaints/Grievances on any of the principles (Principles 1 to 9) under the National Guidelines on Responsible Business Conduct:**

Stakeholder group from whom complaint is received	Grievance Redressal Mechanism in Place (Yes/No)	FY 2021-22			FY 2020-21		
	(If Yes, then provide web-link for grievance redress policy)[11]	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks	Number of complaints filed during the year	Number of complaints pending resolution at close of the year	Remarks
Communities	Yes https://on.tcs.com/Global-CSR-Policy	0	0	-	0	0	-
Investors (other than shareholders)	NA	NA	NA	NA	NA	NA	NA
Shareholders	Yes As per SEBI Listing Regulations.	87	-	-	86	-	-
Employees	Yes	190	14		287	33	
Customers	Yes. Escalation mechanisms are defined in individual client contracts and addressed as per TCS Quality Policy.	65	9		59	4	-
Value Chain Partners	https://on.tcs.com/WhistleBP	0	0	-	0	0	-

[11] GRI 2-25

24. **Overview of the entity's material responsible business conduct issues**[12]

Please indicate material responsible business conduct and sustainability issues pertaining to environmental and social matters that present a risk or an opportunity to your business, rationale for identifying the same, approach to adapt or mitigate the risk along-with its financial implications, as per the following format

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate[13]	Financial implications of the risk or opportunity (Indicate positive or negative implications)
1	Talent management: The company's ability to attract, develop, motivate, and retain talent is critical to business success.	Risk	Risk of failure in any of the elements of talent management can impact the Company's ability to fulfill demand and grow its revenues.	Kindly refer the Enterprise Risk Management section in Management Discussion and Analysis	Negative
2	Social responsibility: Health and Wellness of TCS employees and associates	Risk	Has a direct impact on the health of TCS employees besides productivity impact.	Kindly refer to the Employee Health and Wellbeing section of Management Discussion and Analysis	Negative
3	Environmental Footprint: Climate change	Risk	Extreme weather events due to climate change pose a physical risk of disruption to the company's operations, and the safety and wellbeing of its employees. Additionally, economic disruptions due to transition risks can impact the company's growth and profitability.	Kindly refer to the Enterprise Risk Management section in Management Discussion and Analysis.	Negative
		Opportunity	As TCS' customers respond to climate change actions, the company is seeing opportunities to provide technology-led solutions to help them achieve their sustainability goals.	Kindly refer the Enterprise Risk Management section in Management Discussion and Analysis	Positive

[12] GRI 3-2
[13] GRI 3-3

S. No.	Material issue identified	Indicate whether risk or opportunity (R/O)	Rationale for identifying the risk / opportunity	In case of risk, approach to adapt or mitigate	Financial implications of the risk or opportunity (Indicate positive or negative implications)
4	Environmental Footprint -Water management	Risk	Water scarcity can impair the company's operations and disrupt business.	Employee education around saving water, more efficient use of water in campuses, Rain water harvesting, recycling of waste water.	Negative
5	Environmental Footprint -Waste management	Risk	Inadvertent non-compliance to existing and emerging regulations around recycling and the circular economy can result in economic penalties and reputation damage.	Reduction in waste generation, maximization of recycling and reuse.	Negative
6	Social Responsibility – Alignment with Local Communities	Risk	The business must be rooted in community and be aligned with the community's larger interests. Any adversarial relationship can hurt the company's ability to create longer term value.	Fostering local communities, job creation, skill development, supporting local relief efforts where required in times of crisis and paying taxes	Negative
		Opportunity	Structural interventions around generating greater interest in STEM education and STEM careers in the younger generation, can address talent scarcity issues in the future and help build TCS' brand reputation for alignment with local communities.		Positive
7	Corporate Governance – Board oversight, Conflict of Interest, Ethics, Risk and Compliance, Succession Planning	Risk	Strong corporate governance is core to achieving the organization's mission and any risks can undermine stakeholder trust, damage reputation and disrupt business.	Kindly refer to "Material aspects and TCS' approach to them" in Corporate Governance Report	Negative

SECTION B: MANAGEMENT AND PROCESS DISCLOSURES

This section is aimed at helping businesses demonstrate the structures, policies and processes put in place towards adopting the NGRBC Principles and Core Elements.

The National Voluntary Guidelines on Social, Environmental and Economic Responsibilities of Business (NVGs) released by the Ministry of Corporate Affairs has adopted nine areas of Business Responsibility. These briefly are as follows:

P1 Business should conduct and govern themselves with Ethics, Transparency and Accountability

P2 Businesses should provide goods and services that are safe and contribute to sustainability throughout their life cycle

P3 Businesses should promote the wellbeing of all employees

P4 Businesses should respect the interests of, and be responsive towards all stakeholders, especially those who are disadvantaged, vulnerable and marginalized

P5 Businesses should respect and promote human rights

P6 Business should respect, protect, and make efforts to restore the environment

P7 Businesses, when engaged in influencing public and regulatory policy, should do so in a responsible manner

P8 Businesses should support inclusive growth and equitable development

P9 Businesses should engage with and provide value to their customers and consumers in a responsible manner

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
Policy and management processes									
1. a. **Whether your entity's policy/policies cover each principle and its core elements of the NGRBCs. (Yes/No)[14]**	Y	Y	Y	Y	Y	Y	Y	Y	Y
b. **Has the policy been approved by the Board? (Yes/No)[14]**	Y	Y	Y	Y	Y	Y	Y	Y	Y
c. **Web Link of the Policies, if available[14]**	P1 to P9: Tata Code of Conduct[15] (TCoC) P1: Whistleblower Policy[16] P2 – Sustainable Supply chain Policy[17] – P3 and P5 – Employees related Policies[18] P4 and P8: CSR Policy[19] P6 – HSE Policy and ESG Policy[20]								
2. **Whether the entity has translated the policy into procedures. (Yes / No)[21]**	Y	Y	Y	Y	Y	Y	Y	Y	Y
3. **Do the enlisted policies extend to your value chain partners? (Yes/ No)[22]**	Y	Y	Y	Y	Y	Y	Y	Y	Y

14 GRI 2-23
15 https://on.tcs.com/Tata-Code-Of-Conduct
16 https://on.tcs.com/WhistleBP
17 https://www.tcs.com/sustainability-strategy
18 HR policies available to employees on Ultimatix, TCS Intranet
19 https://on.tcs.com/Global-CSR-Policy
20 https://on.tcs.com/Environmental-Policy
21 GRI 2-24
22 GRI 2-23

Disclosure Questions	P 1	P 2	P 3	P 4	P 5	P 6	P 7	P 8	P 9
4. **Name of the national and international codes/certifications/ labels/ standards (e.g. Forest Stewardship Council, Fairtrade, Rainforest Alliance, Trustea) standards (e.g. SA 8000, OHSAS, ISO, BIS) adopted by your entity and mapped to each principle.**	Y[23]	Y[24]	Y[25]	NA	Y[26]	Y[27]	NA	NA	NA
5. **Specific commitments, goals and targets set by the entity with defined timelines, if any.[28]**	N	N	N	N	N	Y[29]	N	N	N
6. **Performance of the entity against the specific commitments, goals and targets along-with reasons in case the same are not met.[30]**	NA	NA	NA	NA	NA	Y[30]	NA	NA	NA

23 TATA Code of Conduct

24 iQMSTM, TCS' Integrated Quality Management System, comprehensively integrates the requirements and best practices of the latest industry models, frameworks and standards such as ISO 9001:2015, ISO 20000:2018, ISO 27001:2013, ISO 22301:2019, ISO 27701:2019, ISO 20017:2015, ISO 27018:2019, CMMI® DEV v 2.0 and CMMI® SVC v2.0; Health Safety and Environment Standards ISO 14001, ISO 45001; as well as industry domain specific standards such as AS9100 (Aerospace), TL9000 (Telecom) and ISO 13485 (Medical Devices).

25 ISO 45001:2018

26 TCS is aligned with international laws, principles, and norms, including those contained in the Universal Declaration of Human Rights, ILO Declaration on Fundamental Principles and Rights at Work, United Nations Guiding Principles on Business and Human Rights and are a signatory to the UN Global Compact (UNGC) since 2006.

27 ISO 14001:2015, ISO 50001:2018

28 GRI 3-3

29 70% Reduction in absolute Scope 1 + Scope 2 emissions (vs base year 2016), Net zero by 2030

30 25% Reduction in absolute carbon emissions Y-o-Y; Renewable energy use at 37.2%

Disclosure Questions
Governance, leadership and oversight
7. **Statement by director responsible for the business responsibility report, highlighting ESG related challenges, targets and achievements (listed entity has flexibility regarding the placement of this disclosure)[31]** TCS has set forth its new carbon reduction goal to reduce its absolute greenhouse gas emissions across Scope 1 and Scope 2 by 70% by 2025 (over 2016 base year), and to achieve net zero emissions by 2030. The new goal is after having achieved the previous target of reducing its specific carbon footprint by half by 2020 (versus baseline year FY 2008), ahead of schedule. N G Subramaniam, COO & Executive Director, TCS[32]: "Our net zero goal underlines our renewed commitment to environmental stewardship. To curb emissions and limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels, all organizations will have to reimagine existing business models and aim for sustainable growth. We are in a unique position to combine our purpose-driven world view with digital innovation to not only drive our own sustainability, but also partner with customers, civil society and governments to lead and shape solutions for a sustainable future," At the core of TCS' strategy to reduce its carbon footprint is improved energy efficiency through the addition of more green buildings to the company's real estate portfolio, reduction of IT system power usage, and the use of TCS Clever Energy™, which leverages IoT, machine learning and AI to optimize energy consumption across campuses. TCS' Vision 25x25 is a strategic lever that delinks TCS' business growth from campus expansion, and brings down emissions related to employee commutes and business travel. Other elements of the company's net zero aspiration include greater use of renewable sources of energy and carbon removal offsets. Enivronmental targets and achievements are part of Natural Capital section, which is on Page 31 of Integrated Annual Report.

31 GRI 2-22

32 https://www.tcs.com/tcs-targets-net-zero-emissions-by-2030

Disclosure Questions	
8. **Details of the highest authority responsible for implementation and oversight of the Business Responsibility policy (ies).**[33]	Name: Milind Lakkad Designation: Chief Human Resources Officer Telephone number: 022 67789999 E-mail id: corporate.sustainability@tcs.com
9. **Does the entity have a specified Committee of the Board/ Director responsible for decision making on sustainability related issues? (Yes / No). If yes, provide details.**[34]	The Stakeholders' Relationship Committee (SRC) of the Board of Directors is responsible for decision making on sustainability related issues.

DIN	Name	Designation
03611983	Dr. Pradeep Kumar Khosla	Chairman
00008886	Keki Mistry	Member
06365813	Rajesh Gopinathan	Member

10. Details of Review of NGRBCs by the Company:

Subject for Review	Indicate whether review was undertaken by Director / Committee of the Board/ Any other Committee									Frequency:Annually (A) / Half yearly (H) / Quarterly (Q) / Any other – please specify								
	P1	P2	P3	P4	P5	P6	P7	P8	P9	P1	P2	P3	P4	P5	P6	P7	P8	P9
Performance against above policies and follow up action	Y	Y	Y	Y	Y	Y	Y	Y	Y	Q	H	Q	Q	Q	H	H	Q	Q
Compliance with statutory requirements of relevance to the principles, and, rectification of any non-compliances	Statutory Compliance Certificate on applicable laws is provided by the CEO to the Board of Directors.									Quarterly								
	P1	P2	P3	P4	P5	P6	P7	P8	P9									
11. Has the entity carried out independent assessment/ evaluation of the working of its policies by an external agency? (Yes/No). If yes, provide name of the agency.[35]	N	Y	Y	N	N	Y	N	N	N	Annual where applicable								

12. **If answer to question (1) above is "No" i.e. not all Principles are covered by a policy, reasons to be stated:** Not Applicable

[33] GRI 2-13
[34] GRI 2-9
[35] GRI 2-5

SECTION C: PRINCIPLE WISE PERFORMANCE DISCLOSURE

This section is aimed at helping entities demonstrate their performance in integrating the Principles and Core Elements with key processes and decisions. The information sought is categorized as "Essential" and "Leadership". While the essential indicators are expected to be disclosed by every entity that is mandated to file this report, the leadership indicators may be voluntarily disclosed by entities which aspire to progress to a higher level in their quest to be socially, environmentally and ethically responsible.

PRINCIPLE 1 Businesses should conduct and govern themselves with integrity, and in a manner that is Ethical, Transparent and Accountable.

Essential Indicators

1. **Percentage coverage by training and awareness programmes on any of the Principles during the financial year[36]:**

Segment	Total number of training and awareness programmes held	Topics / principles covered under the training and its impact	%age of persons in respective category covered by the awareness programmes
Board of Directors	10	All	100.0%
Key Managerial Personnel	10	All	100.0%
Employees other than BoD and KMPs	17,969	All	98.5%

Note:

- All the principles laid down in BRSR are covered by TCS mandatory trainings and Tata Code of Conduct (TCoC), which is adhered to by all employees.
- Awareness programs covering the applicable principles were held and attended by all respective committee members of the Board and/or the Board of Directors.

2. **Details of fines / penalties /punishment/ award/ compounding fees/ settlement amount paid in proceedings (by the entity or by directors / KMPs) with regulators/ law enforcement agencies/ judicial institutions, in the financial year, in the following format (Note: the entity shall make disclosures on the basis of materiality as specified in Regulation 30 of SEBI (Listing Obligations and Disclosure Obligations) Regulations, 2015 and as disclosed on the entity's website)[37]:**

Monetary					
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Amount (In INR)	Brief of the Case	Has an appeal been preferred? (Yes/No)
Penalty/ Fine	NIL	NIL	NIL	NA	NA
Settlement	NIL	NIL	NIL	NA	NA
Compounding fee	NIL	NIL	NIL	NA	NA

	Non-Monetary			
	NGRBC Principle	Name of the regulatory/ enforcement agencies/ judicial institutions	Brief of the Case	Has an appeal been preferred? (Yes/No)
Imprisonment	NIL	NIL	NA	NA
Punishment	NIL	NIL	NA	NA

36 GRI 2-17

37 GRI 2-27

3. **Of the instances disclosed in Question 2 above, details of the Appeal/ Revision preferred in cases where monetary or non-monetary action has been appealed.**

Case Details	Name of the regulatory / enforcement agencies / judicial institutions
NA	NA

4. **Does the entity have an anti-corruption or anti-bribery policy? If yes, provide details in brief and if available, provide a web-link to the policy**[38]

   Yes. The TCoC contains guidelines on anti-bribery and anti-corruption. TCS is committed to upholding the highest moral and ethical standards, and does not tolerate bribery or corruption in any form. The policy is available on the company website at: https://on.tcs.com/Tata-Code-Of-Conduct

5. **Number of Directors/KMPs/employees against whom disciplinary action was taken by any law enforcement agency for the charges of bribery/ corruption**[39]**:**

	FY 2021-22	FY 2020-21
Directors	NIL	NIL
KMPs	NIL	NIL
Employees	3 (Under fraud)	2 (under Fraud)

Note:

- Data specific to India. Cases pertain to employees in continued employment, where investigation by law enforcement agencies is underway, pending conclusion.

6. **Details of complaints with regard to conflict of interest:**

	FY 2021-22		FY 2020-21	
	Number	Remarks	Number	Remarks
Number of complaints received in relation to issues of Conflict of Interest of the Directors	NIL	NIL	NIL	NIL
Number of complaints received in relation to issues of Conflict of Interest of the KMPs	NIL	NIL	NIL	NIL

7. **Provide details of any corrective action taken or underway on issues related to fines / penalties / action taken by regulators/ law enforcement agencies/ judicial institutions, on cases of corruption and conflicts of interest.**

   Not Applicable

[38] GRI 2-23
[39] GRI 205-3

PRINCIPLE 2 Businesses should provide goods and services in a manner that is sustainable and safe

Essential Indicators

1. **Percentage of R&D and capital expenditure (capex) investments in specific technologies to improve the environmental and social impacts of product and processes to total R&D and capex investments made by the entity, respectively.**

Amount in ₹ crore	FY 2021-22	FY 2020-21	Details of improvements in environmental and social impacts
R&D	2,242	1,917	TCS' investments in research and innovation have resulted in solutions like Envirozone™, Clever Energy and IP2™. TCS has been using Clever Energy for the last few years to reduce its energy consumption, and is now commercially selling it and the other two solutions to clients to help them achieve their sustainability goals. Additionally, TCS has been investing in building green campuses (IGBC certified). All of this, along with greater use of renewable energy has helped TCS bring down its carbon footprint by 66% versus base year 2016.[40]
Capex	2,964	3,139	

2. a. **Does the entity have procedures in place for sustainable sourcing[41]? (Yes/No)**

Yes. TCS' Sustainable Supply Chain policy and Green Procurement policy outline its commitment to making its supply chain more responsible and sustainable. The policies are available on our website:

TCS Policy	Web link
Sustainable Supply Chain policy	https://on.tcs.com/SSCP
Green Procurement policy	https://on.tcs.com/GPP

b. **If yes, what percentage of inputs were sourced sustainably?**

100% of TCS' suppliers are covered in the responsible sourcing program.

3. **Describe the processes in place to safely reclaim your products for reusing, recycling and disposing at the end of life, for (a) Plastics (including packaging) (b) E-waste (c) Hazardous waste and (d) other waste[42].**

TCS is an IT Consulting Services and Business Solutions company and does not manufacture any products hence this question is not applicable to the company's operations. TCS has defined processes in place for reuse, recycle and safe end-of-life disposal for the products used in its operations. TCS conducts audit on waste recycling vendors for the safe disposal of e-waste, used lube oil, battery waste and other hazardous waste.

[40] TCS Energy Management Solution – TCS AR FY 2016-17
[41] GRI 308-1
[42] GRI 306-2

4. **Whether Extended Producer Responsibility (EPR) is applicable to the entity's activities (Yes / No). If yes, whether the waste collection plan is in line with the Extended Producer Responsibility (EPR) plan submitted to Pollution Control Boards? If not, provide steps taken to address the same.**

No. EPR is not applicable to TCS.

PRINCIPLE 3 Businesses should respect and promote the well-being of all employees, including those in their value chains

Essential Indicators

1. a. **Details of measures for the well-being of employees[43]:**

Category	% of employees covered by										
	Total (A)	Health Insurance		Accident Insurance		Maternity benefits		Paternity benefits		Day care facilities	
		Number (B)	% (B/A)	Number (C)	% (C/A)	Number (D)	% (D/A)	Number (E)	% (E/A)	Number (F)	% (F/A)
Permanent Employees											
Male	325,241	325,241	100	325,241	100	NA	NA	57	0.02	NA	NA
Female	182,945	182,945	100	182,945	100	182,945	100	0	0	NA	NA
Total	508,186	508,186	100	508,186	100	182,945	36	57	0.01	NA	NA
Other than Permanent Employees											
Male	Vendors and Contractors are required to adhere with the statutory compliance as per the state rules.										
Female											
Total											

Note:

- Data specific to India.
- Paternity Leave benefit is applicable only to employees of the erstwhile eServe.
- There are no day-care facilities on TCS premises. TCS has location wise tie-ups with third-party run day care centers, which employees can avail of.

[43] GRI 401-2

2. **Details of retirement benefits, for Current FY and Previous Financial Year[44].**

Benefits	FY 2021-22		FY 2020-21	
	No. of employees covered as a % of total employees	Deducted and deposited with the authority (Y/N/N.A.)	No. of employees covered as a % of total employees	Deducted and deposited with the authority (Y/N/N.A.)
PF	100	Y	100	Y
Gratuity	100	Y	100	Y
ESI	6	Y	8	Y
SA	6	Y	7	Y
NPS	1	Y	1	Y

Note:

- Data specific to India.

3. **Accessibility of workplaces: Are the premises / offices of the entity accessible to differently abled employees and workers, as per the requirements of the Rights of Persons with Disabilities Act, 2016? If not, whether any steps are being taken by the entity in this regard.**

Yes

4. **Does the entity have an equal opportunity policy as per the Rights of Persons with Disabilities Act, 2016? If so, provide a web-link to the policy. –**

Yes. The Tata Code of Conduct can be accessed at: https://www.tcs.com/tata-code-of-conduct. Additionally, there is a Disability Inclusion Policy governing TCS' India operations, available to employees on the company's local intranet.

[44] GRI 201-3

5. **Return to work and Retention rates of permanent employees that took parental leave[45].**

Gender	Permanent employees	
	Return to work rate	Retention rate
Male	89%	88%
Female	89%	93%
Total	**89%**	**93%**

Note:

- Data specific to India.

6. **Is there a mechanism available to receive and redress grievances[46] for the following categories of employees and worker? If yes, give details of the mechanism in brief.**

	Yes/No (If Yes, then give details of the mechanism in brief)
Permanent Employees	Yes, the employees can use the "Employee Concerns" application to log their grievances in TCS internal portal, which will be addressed by the respective stakeholders within the stipulated timelines
Other than Permanent Employees	Non-Permanent employees can raise the grievances via Email to the concerned stakeholders.

[45] GRI 401-3
[46] GRI 2-25

7. **Membership of employees and worker in association(s) or Unions recognised by the listed entity[47]:**

Category	FY 2021-22			FY 2020-21		
	Total employees in respective category (A)	No. of employees in respective category, who are part of association(s) or Union (B)	% (B / A)	Total employees in respective category (C)	No. of Employees in respective category, who are part of association(s) or Union (D)	% (D/ C)
Total Permanent Employees	508,186	55	0.01	415,649	61	0.01
-Male	325,241	55	0.02	263,178	61	0.02
-Female	182,945	0	0.0	152,471	0	0.0

Note:

Data specific to India.

8. **Details of training given to employees and workers[48]:**

Training and engagement are an important element for safety awareness. Health and safety training is imparted to employees as a part of the induction module at the time of joining to achieve minimum mandatory health and safety (H&S) competence combined with an annual refresher web based training. Further, TCS engages employees on H&S through various

[47] GRI 2-30
[48] GRI 404-1

communication channels like webinars trainings, posters, events, emails, floor meetings, skits, videos, and blog/posts on TCS intranet. Several campaigns like the Road Safety Awareness, Ergonomics Awareness, Fire Safety awareness, Incident reporting engage employees to make them more aware and safety conscious.

The number of employees who have completed the refresher training is given below:

Category	FY 2021-22					FY 2020-21				
	Total (A)	On Health and Safety Measures		On Skill Upgradation		Total (D)	On Health and Safety Measures		On Skill Upgradation	
		No. (B)	% (B/A)	No. (C)	% (C/A)		No. (E)	% (E/D)	No. (F)	% (F/D)
Employees										
Male	379,942	374,645	98.6	367,461	96.7	304,327	297,601	97.8	288,473	94.8
Female	210,720	205,656	97.6	201,314	95.5	171,367	164,608	96.1	160,297	93.5
Total	**590,662**	**580,301**	**98.2**	**568,775**	**96.3**	**475,694**	**462,209**	**97.2**	**448,770**	**94.3**

Note:

- The above data includes all Mandatory Policies related training including Health and Safety.
- The above data is based on Globally reported training and excludes employees on Leave Without Pay.
- Based on TCS' global headcount of permanent employees. Excludes employees of non-wholly owned subsidiaries.

9. **Details of performance and career development reviews of employees and worker[49]:**

Category	FY 2021-22			FY 2020-21		
	Total (A)	No. (B)	% (B/A)	Total (C)	No. (D)	% (D/C)
Employees						
Male	251,176	248,972	99.1	274,310	271,546	99.0
Female	131,896	130,857	99.2	153,413	151,473	98.7
Total	**383,072**	**379,829**	**99.2**	**427,723**	**423,019**	**98.9**

Note:

- Data specific to India.

[49] GRI 404-3

10. **Health and safety management system:**

a. **Whether an occupational health and safety management system has been implemented by the entity? (Yes/ No). If yes, the coverage such system[50]?**

Yes. TCS is certified to ISO 45001:2018 Occupational Health and Safety (OHS) Management System standard across 124 of its facilities worldwide in FY 2022. These certified locations constitute 82% of office footprint and >96% of people footprint operating from these locations.

TCS has a well-defined Occupational Health and Safety (OHS) policy and supporting processes to ensure the safety and well-being of its employees. Safety lead and lag indicators are measured across the organization and reported. The board-level Stakeholders' Relationship Committee reviews the company's health and safety performance on a half yearly basis. Over 96% of the workforce is represented in joint management-employee health and safety committees that monitor, advise and drive occupational, health and safety initiatives.

b. **What are the processes used to identify work-related hazards and assess risks on a routine and non-routine basis by the entity[51]?**

As a part of ISO 45001:2018 Occupational Health and Safety Management System, TCS has a documented procedure to carry out assessment of work-related hazards and risks for all routine and non-routine activities carried out at any location. Hazard and risk identification is carried out by the process owners in consultation with the safety experts. The process owners are responsible to ensure adequate controls are identified and implemented to control the identified OHS risks.

[50] GRI 403-1
[51] GRI 403-2

Mitigation plan and controls are provided to eliminate the identified hazards and risks.

c. **Whether you have processes for employees to report the work related hazards and to remove themselves from such risks. (Y/N)[52]**

Yes. TCS has a safety incident reporting and management process to ensure that all work-related incidents (which include accidents, near-misses, unsafe conditions and unsafe acts) are reported and closed after taking necessary corrective actions. This is enabled through an online safety incident reporting tool which is accessible to all TCS employees to facilitate transparent reporting. The platform also supports incident investigation and corrective action with the perspective of eliminating hazards and preventing incidents.

d. **Do the employees/ worker of the entity have access to non-occupational medical and healthcare services? (Yes/ No)[53]**

Yes. TCS recognizes that overall physical and mental wellbeing of its employees is integral to its success and growth aspirations. TCS has a people focus approach by involving consulting and training employees on physical health, mental health, and wellbeing.

TCS has taken a holistic approach to well-being and redefined them to be relevant in these trying times of pandemic. These well-being programs were reimagined to look at various aspects such as COVID-19 support, mental health, ergonomic health, physical health, and safety at home, delivered through digital channels, hospital insurance services, occupational health services and through seamless integration of all stakeholders. TCS Cares initiative has instituted programs for associates

[52] GRI 403-2
[53] GRI 403-6

and their families to help cope with the mental stress and anxiety. TCS has been promoting health and wellbeing of employees through Yoga, Fit4Life and similar initiatives.

TCS has occupational health centers (OHC) at TCS facilities in India. The employees and contractors who are working at these facilities have access to non-occupational medical and healthcare services as well. Beyond the OHCs, TCS provides comprehensive medical and healthcare services to employees through the company provided medical insurance to employees and their dependents. In overseas geographies, non-occupational medical and healthcare services are provided as per the country regulations. To ensure physical fitness, TCS also has recreational facilities and gymnasiums at many of its facilities for the benefit of the employees.

TCS, through its TCS Cares initiative, instituted programs for employees and their families to help cope with the mental stress and anxiety. Online counselling sessions and self-help resources saw an increase in usage. Interactive sessions for grief support as well as extending individual grief counselling to employees through proactive HR connects and reach outs were conducted to extend support to employees battling with losses. Also, a special series of burnout support offerings were deployed to increase awareness and create support strategies for burnout. HR connects were strengthened through Emotional Wellbeing SOPs. Special sessions were organized for stress management for leadership teams for managing the new normal Peer counselling for HRs was done to equip them to handle mental health cases coming from employees. A special series of "Respond with Care" offerings, highlighting hope and positive psychology, providing basic emotional first aid skills is also being provided to HRs, Managers and employees.

11. **Details of safety related incidents[54], in the following format:**

Typical to any service sector company operating out of office-based premises, most common injuries occur due to slips, trips and falls or being struck by stationary objects, road accidents in company provided transport. TCS ensures capturing all types of incidents including accidents, near-misses and safety observations and ensuring 100% closure of the reported incidents with appropriate corrective and preventive actions.

The safety incident statistics is given below –

Safety Incident/Number	Category	FY 2021-22	FY 2020-21
Lost Time Injury Frequency Rate (LTIFR) (per one million-person hours worked)	Employees	0.0032	0.0044
Total recordable work-related injuries		4	5
No. of fatalities		0	0
High consequence work-related injury or ill-health (excluding fatalities)		0	0

12. **Describe the measures taken by the entity to ensure a safe and healthy work place[55].**

TCS recognizes that occupational, health & safety (OHS) and overall physical and mental wellbeing of its employees is integral to its success and growth aspirations as spelled out in its OHS Policy. TCS is committed to provide safe workplaces focusing on preventing injuries, illnesses, and continuously strives to eliminate hazards and reduce OHS risks.

[54] GRI 403-9, GRI 403-10
[55] GRI 403-2, GRI 3-3, GRI 403-9, GRI 403-10

Key occupational health related risks are associated with the key generic H&S risks identified typical to TCS' nature of operations include workplace ergonomics risks arising due to computer usage, indoor air quality, workplace illumination and noise and fire risk typical to an office building and general office risks including slips, trips, falls, electrical shock, etc. Hazard identification and risk assessment process is conducted to has helped identify each such risk and ensure that proper mitigation measures are put in place to create a healthy and safe work environment.

Some of the mitigation measures to prevent or mitigate significant occupational health & safety impacts include,

- Provision and maintenance of fire detection, alarm and suppression systems
- Regular site review, inspections and audits to assess safety preparedness
- Regular mock drills for fire as well as medical emergencies
- Provision of ergonomically designed chairs and workstations to prevent musculoskeletal disorders (MSD's) and low radiation computer monitors for better visual health
- Digital monitoring of indoor air quality and periodic cleaning of the HVAC ducts to avoid sick building syndrome
- Regular training on occupational health & safety training to sensitize employees on OHS aspects to inculcate a culture of safety
- Employee engagement campaigns on health & safety topics such as fire safety, road safety, emergency evacuation, ergonomics among others

There are no major H&S risks associated with TCS services as the company provides customized software solutions and IT services.

13. **Number of Complaints on the following made by employees[56]:**

	FY 2021-22			FY 2020-21		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Working Conditions Health & Safety	40	0		44	0	

14. **Assessments for the year[57]:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Health and safety practices	TCS has 124 locations globally certified with ISO 45001:2018, Occupational Health & Safety Standards. 100% of offices have been audited during FY 2022 by qualified internal auditors at TCS. Every year, one third of TCS' locations are identified to be sampled for external/ third party audits. In FY 2022 about 30% of TCS' offices have undergone ISO 45001:2018 audits by External Auditors / third parties. Hence, out of 124 locations globally, TCS has 38 of them undergo external audits by TUV Nord for occupational health & safety. There were no statutory audits conducted on health and safety practices in FY 2022 for any of the offices in India.

[56] GRI 2-25
[57] GRI 3-3

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Working Conditions	TCS locations are subject to site safety inspections and reviews periodically by internal health & safety team with the perspective of checking any health, hygiene and safety hazards and mitigating them. As a part of ISO 45001:2018 audits, TCS locations undergo a site review and assessment to check deployment of operational controls. 100% of TCS' sites get checked and inspected for health and safety aspects during each year.

15. **Provide details of any corrective action taken or underway to address safety-related incidents (if any) and on significant risks / concerns arising from assessments of health & safety practices and working conditions.[58]**

There were a few road/transport, slip, trip and fall related incidents during the year which have been investigated and closed with necessary corrective and preventive actions. Defensive driving focus and behavioral based safety practices have been emphasized as corrective measures.

[58] GRI 403-10

PRINCIPLE 4: Businesses should respect the interests of and be responsive to all its stakeholders

Essential Indicators

1. **Describe the processes for identifying key stakeholder groups of the entity[59].**

TCS engages with a broad spectrum of stakeholders, to deepen its insights into their needs and expectations, and to develop sustainable strategies for the short, medium and long term. Stakeholder engagement also helps to manage risks and opportunities in business operations. The key stakeholders identified in consultation with the company's management are: customers, employees, shareholders, academic institutions, head-hunters, staffing firms, other suppliers, partners and collaborators, industry bodies such as NASSCOM and CII, governments, NGOs, local communities, regulators and society at large.

Some other stakeholders that TCS closely engages with – such as industry analysts, equity analysts, and the news media –are proxies for other named stakeholders – i.e. customers, shareholders, and society at large, respectively.

Stakeholder interactions might be structured (e.g. surveys, account statements) or unstructured (town halls, 1x1 meetings). Based on mutual convenience and need, the engagement maybe scheduled as needed, or pre-scheduled on a periodic basis (fortnightly/ monthly/ quarterly/ annual) or continuous (e.g. website, social media).

[59] GRI 2-29

2. **List stakeholder groups identified as key for your entity and the frequency of engagement with each stakeholder group**[60]

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of Engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Customers	No	**As needed:** Project-related calls and meetings; project management reviews; relationship meetings and reviews; executive meetings and briefings; customer visits; responses to RFIs/ RFPs; sponsored events; mailers; newsletters; brochures	• **Continuous:** TCS website; social media (LinkedIn, Twitter, Facebook, Instagram, YouTube) • **Half-yearly:** Customer satisfaction surveys • **Annual:** Customer summits; Innovation days; Executive customer surveys; Sponsored Community events	• Understanding client, industry and business challenges • Identifying opportunities to improve TCS' service and products for cross-selling • Deciding on investments and capabilities required to fulfil demand • Understanding client's data privacy and security requirements
Shareholders	No	**As needed:** Press releases and press conferences; email advisories; facility visits; in-person meetings; investor conferences; non-deal roadshows; conference calls	• **Quarterly:** Financial statements in IndAS and IFRS; earnings call; exchange notifications; press conferences • **Half Yearly:** CEO message on half-yearly financial performance and summary of significant events • **Continuous:** Investors page on the TCS website • **Annual:** Annual General Meeting; Annual Report	• Educating the investor community about TCS integrated value creation model and business strategy for the long term • Helping investors voice their concerns regarding company policies, reporting, strategy, etc. • Understanding shareholder expectations

[60] GRI 2-29

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of Engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Employees	No	**As needed:** Town halls; roadshows; project or operations reviews; video conferences; audio conference calls; one-on-one counselling	• **Monthly:** @TCS (in-house magazine) • **Continuous:** TCS website; Ultimatix Notice Board; CEO Connect; CTO Blog; Corporate Corner; Knome; dipstick surveys; grievance redressal system • **Annual:** PULSE (employee feedback survey); long-service awards; sales meets; Blitz (business planning meet)	• Career Management and Growth Prospects • Learning opportunities • Compensation structure • Building a safety culture and inculcating safe work practices among employees • Ongoing desire for more flexible working hours • Improving Diversity and Inclusion
Partners and Collaborators	No	**As needed:** Meetings/calls; COINTM meetings; visits; partner events	• **Monthly:** Conference calls • **Quarterly:** Business reviews • Annual: Partner events	• Stronger partnerships • Demand Sustainability • Credit worthiness • Ethical Behavior • Fair Business Practices • Governance
Academic Institutions	No	**As needed:** Academic Interface Program; Co-Innovation Network (COIN™) meetings	• **Continuous:** TCS website; academic portal • Annual: Sangam (high-level academic conference); campus recruitment	• Knowledge-exchange collaboration • Advancing the academic's research program / curriculum enhancement • Job creation • Internship opportunities • Faculty development

Stakeholder Group	Whether identified as Vulnerable & Marginalized Group (Yes/No)	Channels of Communication (Email, SMS, Newspaper, Pamphlets, Advertisement, Community Meetings, Notice Board, Website), Other	Frequency of Engagement (Annually/ Half yearly/ Quarterly / others – please specify)	Purpose and scope of engagement including key topics and concerns raised during such engagement
Head-hunters; staffing firms; other suppliers	No	**One-time:** RFIs/RFPs; empanelment process	**As needed:** Transactional meetings; periodic reviews; surveys	• Diversity hiring initiatives and what are the biggest challenges
Industry bodies, Regulators	No	**As needed (need basis / usually 1-2 meetings in 3 months' basis):** • Conferences and seminars, • working committee meetings, • surveys, • other meetings	**Annual:** Conferences; summits	• Ensure 100% compliance to all local laws
Governments; NGOs; local communities; media, industry analysts, society at large	No	**As needed:** Governance RFIs/RFPs; presentations; project meetings; reviews; calls and meetings; surveys; consultative sessions; field visits; due diligence; calls and meetings; conferences and seminars; surveys; press releases; press conferences; media interviews and quotes; sponsored events, Analyst Days	**Continuous:** TCS website	• Understand areas for sustainable development • Communicate TCS' performance and strategy; • Manage TCS' brand and reputation; • Share and contribute to thought leadership and insight into public and business concerns; • Discuss TCS' response to responsible business issues • Work in partnership to develop solutions to global challenges

PRINCIPLE 5 Businesses should respect and promote human rights

Essential Indicators

1. **Employees who have been provided training on human rights issues and policy(ies) of the entity, in the following format[61]:**

Category	FY 2021-22			FY 2020-21		
	Total (A)	No. of employees covered (B)	% (B / A)	Total (C)	No. of employees covered (D)	% (D / C)
Employees						
Permanent	590,662	580,335	98.3	475,694	462,172	97.2
Other than permanent	17,609	15,333	87.1	12,393	10,826	87.4
Total Employees	**608,271**	**595,668**	**97.9**	**488,087**	**472,998**	**96.6**

Note:

- Training details for TCS Global headcount.

[61] GRI 2-24

2. **Details of minimum wages paid to employees in the following format[62]:**

Category	FY 2021-22					FY 2020-21				
	Total(A)	Equal to MinimumWage		More than MinimumWage		Total(D)	Equal to MinimumWage		More than MinimumWage	
		No. (B)	% (B / A)	No. (C)	% (C / A)		No. (E)	% (E / D)	No. (F)	% (F / D)
Employees										
Permanent										
Male	325,241	726	0.2	324,515	99.8	263,178	373	0.1	262,805	99.9
Female	182,945	557	0.3	182,388	99.7	152,471	282	0.2	152,189	99.8
Other than Permanent										
Male	9.924	NA	NA	NA	NA	7,231	NA	NA	NA	NA
Female	7,685	NA	NA	NA	NA	5,162	NA	NA	NA	NA

Note:

- Data specific to India
- Other than Permanent category consists of contractors and interns. The professional fees / stipends paid to them are not comparable to the salaries paid to employees.

[62] GRI 405-2

3. **Details of remuneration/salary/wages, in the following format[63]:**

	Male		Female	
	Number	Median remuneration/ salary/wages of respective category (₹ Lakh per annum)	Number	Median remuneration/salary/ wages of respective category (₹ Lakh per annum)
Board of Directors (BoD)	Distribution provided below			
(a) Executive Directors	2	2,322.8	-	NA
(b) Non-Executive Non-Independent Directors	1	Nil	1	Nil
(c) Non-Executive Independent Directors	4	237.5	1	225.0
Key Managerial Personnel	4	-	-	NA
Employees other than BoD and KMP	Distribution provided below			
(a) Junior	161,708	3.6	112,476	3.7
(b) Middle	144,162	12.8	67,274	10.2
(c) Senior	19,234	34.3	3,195	32.4

Notes:

- At TCS, remuneration is the same for men and women working full-time, in the same grade, in the same role, and at the same location[64]. Gaps in median salary between genders at middle and senior levels is due to a higher proportion of women at the junior ends of each cohort. TCS' focused diversity and inclusion programs are expected to narrow this gap over time.
- Data is specific to India.
- The median remuneration of Non-Executive Directors is Nil (refer serial no. III(iv)(a) of the Corporate Governance Report)
- Key Managerial Personnel includes CEO, COO, CFO, CS, erstwhile CFO and CS, who relinquished their offices with effect from April 30, 2021 and October 31, 2021 respectively. The median remuneration of the Executive Directors are covered as a part of BoD. Since the remuneration of CFO and CS is only for part of the year, their median remuneration has not been stated
- Remuneration details of BoD and KMPs are as published in Integrated Annual Report FY 2022.

[63] GRI 2-19, GRI 2-21
[64] GRI 405-2

4. **Do you have a focal point (Individual/ Committee) responsible for addressing human rights impacts or issues caused or contributed to by the business[65]? (Yes/ No)** - Yes

5. **Describe the internal mechanisms in place to redress grievances related to human rights issues[66].**

   Reporting avenues have been provided for TCS' employees, customers, suppliers and other stakeholders to raise concerns or make disclosures when they become aware of any actual or potential violation of the Company Code, policies or law including human rights violation. Representations made in the reporting avenues are reviewed and appropriate action is taken on substantiated violations.

6. **Number of Complaints on the following made by employees and workers[67]:**

	FY 2021-22			FY 2020-21		
	Filed during the year	Pending resolution at the end of year	Remarks	Filed during the year	Pending resolution at the end of year	Remarks
Sexual Harassment	36	16	Review in progress	27	8	Closed
Discrimination at workplace	1	0	Closed	1	0	Closed
Child Labour	0	0	0	0	0	0
Forced Labour/Involuntary Labour	0	0	0	0	0	0
Wages	0	0	0	0	0	0
Other human rights relatedissues	0	0	0	0	0	0

Notes:

- Data specific to India
- The above data is as on March 31, 2022

[65] GRI 2-13
[66] GRI 2-25
[67] GRI 406-1

7. **Mechanisms to prevent adverse consequences to the complainant in discrimination and harassment cases[68].**

Concerns on discrimination and harassment are dealt with confidentially. TCS does not tolerate any form of retaliation against anyone reporting good faith concerns. Anyone involved in targeting such a person raising such complaints will be subject to disciplinary action.

8. **Do human rights requirements form part of your business agreements and contracts? (Yes/No)[69]**

Yes.

9. **Assessments for the year:**

	% of your plants and offices that were assessed (by entity or statutory authorities or third parties)
Child labour	TCS internally monitors compliance for all relevant laws and policies pertaining to these issues. There have been no observations by local statutory / third parties in India in FY 2022.
Forced/involuntary labour	
Sexual harassment	
Discrimination at workplace	
Wages	
Others – please specify	

10. **Provide details of any corrective actions taken or underway to address significant risks / concerns arising from the assessments at Question 9 above.**

Not Applicable

[68] GRI 2-25
[69] GRI 2-23, GRI 2-24

PRINCIPLE 6: Businesses should respect and make efforts to protect and restore the environment

Essential Indicators

1. **Details of total energy consumption (in Joules or multiples) and energy intensity, in the following format[70]:**

TCS uses multiple energy sources in its daily operations, electricity being the primary source. Majority of the electricity comes from conventional sources, but TCS has increased the share of renewable electricity (RE) over the years through onsite rooftop solar generation, third party procurement and purchase of Energy Attribute Certificate (EAC) (in select geographies). Other sources of energy include natural gas (mainly used for space heating/cooling), district heating and cooling, fuel used in company owned vehicles, cooking gas used in cafeteria and diesel used in diesel generators (mainly used as a back-up source for power shortages). The RE consumption as a % of total electricity consumption has increased from 15.6% in FY 2021 to 37.2% in FY 2022 The electricity used across India operations reduced by 6.5% Y-o-Y. For global operations, there is an increase in total electricity use by 2.7% Y-o-Y due to the increased reporting boundary in FY 2022 covering operations in North America (NA), Asia Pacific (APAC), Europe and Middle East.

[70] GRI 302-1, GRI 302-3

Details of total energy consumption (in Mega Joules) and energy intensity are provided in the table below:

Parameter	FY 2021-22	FY 2020-21
From renewable sources		
Total electricity consumption (A)	401,662,127	163,892,956
Total fuel consumption (B)	0	0
Energy consumption through other sources (C)	8,482,654	0
Total energy consumed from renewable sources (A+B+C)	**410,144,781**	**163,892,956**
From non-renewable sources		
Total electricity consumption (D)	672,917,518	880,609,895
Total fuel consumption (E)	41,303,253	38,154,387
Energy consumption through other sources (F)	0	0
Total energy consumed from non-renewable sources (D+E+F)	**714,220,770**	**918,764,282**
Energy intensity per rupee of turnover (Total energy consumption/turnover in rupees)	0.00058	0.00066

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

2. **Does the entity have any sites / facilities identified as designated consumers (DCs) under the Performance, Achieve and Trade (PAT) Scheme of the Government of India? (Y/N) If yes, disclose whether targets set under the PAT scheme have been achieved. In case targets have not been achieved, provide the remedial action taken, if any.**

   Not Applicable

3. **Provide details of the following disclosures related to water[71], in the following format:**

   The sources of freshwater at TCS includes third party water (86.4%), groundwater (8.4%) and rainwater harvested (5.2%). TCS optimizes water consumption through conservation, sewage treatment and reuse, and rainwater harvesting. All new campuses have been designed for higher water efficiencies, 100% treatment and recycling of sewage, and rainwater harvesting. The detailed break up is given below:

Parameter	FY 2021-22	FY 2020-21
Water withdrawal by source (in kiloliters)		
(i) Surface water	NIL	NIL
(ii) Groundwater	121,756	116,126
(iii) Third party water	1,243,889	1,209,121
(iv) Seawater / desalinated water	NIL	NIL
(v) Others – Rainwater utilized	75,314	76,034
Total volume of water withdrawal (in kiloliters) (i + ii + iii + iv + v)	1,440,959	1,401,280
Total volume of water consumption (in kiloliters)	1,319,696	1,268,191
Water intensity per rupee of turnover (Water consumed / turnover)	0.0000007	0.0000008

[71] GRI 303-3, GRI 303-5

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

4. **Has the entity implemented a mechanism for Zero Liquid Discharge? If yes, provide details of its coverage and implementation[72].**

Yes, TCS has achieved zero liquid discharge across all the campuses. TCS optimizes water consumption through conservation, sewage treatment and reuse, and rainwater harvesting. All new campuses have been designed for 100% treatment and recycling of sewage, and rainwater harvesting.

5. **Please provide details of air emissions (other than GHG emissions) by the entity, in the following format:**

TCS being a service sector company does not have significant air emissions other than those arising from operation of DG sets during power outages.

TCS's operations in India have necessary consent under the Air (Prevention & Control of Pollution) Act (1981), for operation of DG set and ensures compliance to the conditions which includes stack emission parameters like nitrous oxide, non-methane hydrocarbons, carbon monoxide, particulate matter, etc. Stack emission monitoring is conducted as per the frequency required under the Consent To Operate (CTO) the DG.

Parameter	Please specify unit	FY 2021-22	FY 2020-21
NOx	NA	NA	NA
SOx	NA	NA	NA
Particulate matter (PM)	NA	NA	NA
Persistent organic pollutants (POP)	NA	NA	NA
Volatile organic compounds (VOC)	NA	NA	NA
Hazardous air pollutants (HAP)	NA	NA	NA
Others–please specify	NA	NA	NA

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

The DG stack emissions are sampled and analyzed by government approved laboratories and the reports are reviewed by the internal team to ensure compliance to the CTO conditions. These stack emission reports are submitted to government authorities (State Pollution Control Boards) as per consent conditions. These reports are also verified during internal and external audits to check compliance.

6. **Provide details of greenhouse gas emissions (Scope 1 and Scope 2 emissions) & its intensity, in the following format[73]:**

The Scope 1 emissions are from direct GHG sources like fuel used in company owned vehicles, diesel generators and cafeteria, fugitive emissions from refrigerants and fuel used for space heating. These amount to about 10.6%

[72] GRI 303-1, GRI 303-2

[73] GRI 305-1; GRI 305-2, GRI 305-4. Scope 1 emissions have been calculated using the emissions factors published by the DEFRA conversion factors 2021. For Scope 2 emissions – for India, the source is the emissions factor in the CO2 Baseline Database for the Indian Power Sector, User Guide, Version 16.0, March 2021, published by the Central Electricity Authority of India. For Australia, Canada, Europe, North America, New Zealand, Hong Kong and UK emission factors specific to the region published by local authorities are used. For other countries IEA v4 emission factors 2021 and GHG protocol/ IEA 2021 have been used.

of the Scope 1 + Scope 2 carbon footprint in FY 2022. The remaining 89.4% is from indirect emissions, referred to as Scope 2 emissions, associated with purchased electricity. The breakup is provided as required in below table.

Parameter	Unit	FY 2021-22	FY 2020-21
Total Scope 1 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2	16,684	16,284
- CO2	tCO2e	2,813	2,789
- CH4	tCO2e	1.38	8.6
- N20	tCO2e	28.3	4.7
- HFC	tCO2e	13,841	13,505
Total Scope 2 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	141,045	193,994
Total Scope 1 and Scope 2 emissions per rupee of turnover	tCO2e/INR	0.00000008	0.00000013
Total Scope 1 and Scope 2 emission intensity (optional)[74] – the relevant metric may be selected by the entity			

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

[74] TCS has not calculated the emission intensity per full time employee (FTE) during the pandemic years as the employees working out of offices was very less.

7. **Does the entity have any project related to reducing Green House Gas emission? If Yes, then provide details[75].**

Yes. TCS has taken up the target to reduce its absolute Scope 1 and Scope 2 carbon footprint by 70% by 2025 and become net zero by 2030. To achieve these targets, the green-house gas management approach has four key levers – green infrastructure, green IT, IT-enabled operational efficiencies, and renewable energy. These energy efficiency initiatives have resulted in avoidance of GHG emissions of approximately 3,200 tCO2e in FY 2022.

Green Infrastructure and IT enabled operational efficiency:

All new campuses owned by TCS are designed according to green building standards for energy and resource efficiency. They have roof top solar photovoltaic installations to reduce the carbon footprint. Currently, 34 TCS offices spanning across over 28.2 million sq. ft of office area, are certified green buildings by Indian Green Building Council (IGBC). These make up over 64.4% of TCS' total real estate portfolio in India.

In FY 2022, projects were taken up to improve the energy efficiency in existing buildings as well through retrofits. Cooling systems were upgrade to efficient energy star rated appliances. UPS resizing and consolidation. Modular UPS were adopted where feasible. Other auxiliaries like pumps, cooling towers, etc. were also replaced. TCS' resource optimization center continues to help monitor the energy use on real time basis to optimize it further by leveraging AI and ML.

Green IT:

Green IT initiatives include a) IT Energy optimization in Data center and Equipment rooms and b) IT energy optimization in the delivery centers. Data center and Equipment room efficiency projects included replacement of over

[75] GRI 305-5

20 UPSs and 30 cooling units with more efficiency systems. The company achieved PUE of 1.65 at the two owned-premise TCS data centers at Yantra Park and Siruseri. Looking forward, the company is incorporating next-gen green data center practices with futuristic and modular technologies like Modular UPS, Cold Aisle Containment, real time monitoring of temperature and energy consumption, etc. For IT energy optimization in the delivery center, the energy efficiency initiatives are through switching off/replacement of excess capacity/inefficient UPSs, replacement of desktops with laptops and improved rack per user ratio.

Renewable Energy

The company continued to augment the roof top solar photo voltaic installations this year as well taking the total installed capacity to 10.2 MWp contributing to 3.76 percent of total electricity use in the reporting year. Solar roof top installations at Adibatla Hyderabad (2,154 kWp) and TCS Center Kochi (207 kWp) was completed within the reporting year. The company increased the renewable energy procurement through third party PPA for solar energy at TCS Siruseri office and switch over to green tariff for its operations in the states of Karnataka and Maharashtra. This resulted in an increase in the renewable energy use to 37.2% of the company's total energy use in FY 2022. TCS is committed to improve the RE mix in its energy portfolio further in the coming years.

Carbon Neutrality:

The company has become carbon neutral across Scope 1 and Scope 2 carbon footprint for its operations in Asia Pacific (APAC)[76] , Europe and North America (NA) for FY 2022 in line with PAS 2060:2014 standards assured by Bureau Veritas India Limited.

[76] Excluding Japan

8. Provide details related to waste management by the entity, in the following format[77]:

Parameter	FY 2021-22	FY 2020-21
Total Waste generated (in metric tonnes)		
Plastic waste (A)	42.9	10.4
E-waste (B)	563	166[78]
Bio-medical waste (C)	1.61	-
Construction and demolition waste (D)	62.4	-
Battery waste (E)	286	175
Radioactive waste (F)	NA	NA
Other Hazardous waste. Please specify, if any. (G)	27.6	28.7
Other Non-hazardous waste generated (H). Please specify, if any. (Break-up by composition i.e. by materials relevant to the sector)	2,351	1,794
Total (A+B + C + D + E + F + G + H)	3,384.5	2,174.2
For each category of waste generated, total waste recovered through recycling, re-using or other recovery operations (in metric tonnes)		
Category of waste		
(i) Recycled **		
- Battery	258	190

[77] GRI 306-3; 306-4; 306-5
[78] The value of e-waste generated in MT in FY 2021 pertains only to the consumer e-waste. FY 2022 value includes consumer and IT e-waste in MT

Parameter	FY 2021-22	FY 2020-21
-E-waste	583	115[79]
-Hazardous waste	27.0	20.6
-Non-Hazardous waste	1,077	703
-Plastic Waste	38	8.47
-Construction & Demolition waste	61.6	
(ii) Re-used		
(iii) Other recovery operations		
Total	**2,044.6**	**1,037.1**
For each category of waste generated, total waste disposed by nature of disposal method (in metric tonnes)		
Category of waste		
(i) Incineration		
-Biomedical waste	1.61	
-Non-hazardous waste	36.4	
(ii) Landfilling		
-Non-hazardous waste	1,112	813
(iii) Other disposal operations		
Total	**1,150**	**813**

** 100% of the regulated waste (hazardous wastes, e-waste, battery waste), plastic wastes, paper & packaging wastes are disposed through recycling. The generated quantities, if remaining at the end of the financial year for disposal, are stored at the facilities and recycled through approved/ authorized vendors.

[79] The value for e-waste disposed in MT in FY 2021 pertains only to the consumer e-waste, as IT e-waste disposed was recorded in numbers in FY 2021 (26,479 units). FY 2022 value includes consumer and IT e-waste in MT.

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

9. **Briefly describe the waste management practices adopted in your establishments. Describe the strategy adopted by your company to reduce usage of hazardous and toxic chemicals in your products and processes and the practices adopted to manage such wastes[80].**

TCS being an IT services and consulting organization, does not manufacture physical products and therefore does not use any hazardous or toxic chemicals in any of its processes. The company has offices and facility operations, and the waste is generated from the auxiliary processes used to run these facilities. Based on the nature of services, TCS' facilities mostly generate electronic, electrical, and municipal solid waste, and generate very less hazardous waste and do not use toxic chemicals. Potentially hazardous and regulated wastes such as lead-acid batteries and waste lube oil are generated in relatively smaller proportions which are disposed through government approved recyclers as per regulations. E-waste is disposed to government approved e-waste recyclers.

TCS is committed to sustain the best practices that have already been institutionalized like segregation of all recyclable wastes, 100% compliance to management practices for regulated wastes like hazardous and e-waste and 100% recycling on printer and toner cartridges, paper and packaging wastes. TCS also ensures 100% disposal of biomedical waste (BMW) through govt authorized BMW disposal agencies in India as per regulatory requirements. The company targets to maximize the recycling and reuse of all waste categories to divert waste from landfill.

[80] GRI 306-2

10. **If the entity has operations/offices in/around ecologically sensitive areas (such as national parks, wildlife sanctuaries, biosphere reserves, wetlands, biodiversity hotspots, forests, coastal regulation zones etc.) where environmental approvals / clearances are required, please specify details in the following format[81]:**

S. No.	Location of operations/offices	Type of operations	Whether the conditions of environmental approval / clearance are being complied with? (Y/N) If no, the reasons thereof and corrective action taken, if any.
1	TCS Kalinga Park, Chandaka Industrial Estate, Bhubanewar, Odisha	Software Consultancy Services	Yes, the company has obtained environmental clearance for the premises. TCS office is located in the Special Economic Zone (SEZ) developed by the Odisha Industrial Infrastructure Development Corporation (IDCO).

11. **Details of environmental impact assessments of projects undertaken by the entity based on applicable laws, in the current financial year[82]:**

Name and brief details of project	EIA Notification No.	Date	Whether conducted by independent external agency (Yes / No)	Results communicated in public domain (Yes / No)	Relevant Web link
Technocity, Trivandrum Located at Pallipuram, Trivandrum, Kerala. It is situated at about 22 Kms from Trivandrum International airport and about 10 Kms from the existing TCS campus at Technopark. The land for the project is leased from Technopark (a society wholly controlled by Kerala Government)	SIA/KL/ MIS/209935/2021, 1896/EC1/2021/SEIAA	Oct 07, 2021	Yes	Yes	http://www.seiaakerala.in/uploads/doc/373f52abc888c38849b69c77235b200d.pdf
TCS Siruseri New Tech Park SEZ is located at Egattur, Chennai, SIPCOT IT Park, Siruseri with built-up area of 3.2 Million sq. ft and with 20,000 no. of Employees. It is located at about 30 Kms from Chennai airport.	SEIAA-TN/F.No:7790/ EC/8(b)-770/20-21 dated 30.06.2021	Jun 30, 2021	Yes	Yes	http://environmentclearance.nic.in/writereaddata/FormB/EC/EC_Letter/07232021655485357790ec.pdf

[81] GRI 304-1
[82] GRI 413-1, GRI 303-1

12. **Is the entity compliant with the applicable environmental law/ regulations/ guidelines in India; such as the Water (Prevention and Control of Pollution) Act, Air (Prevention and Control of Pollution) Act, Environment protection act and rules thereunder (Y/N). If not, provide details of all such non-compliances, in the following format[83]:**

Yes, TCS has complied with applicable environmental law/regulations / guidelines applicable in India. No fine/penalty/action was initiated against the entity under any of the applicable environmental laws/regulation/guidelines.

S. No.	Specify the law / regulation / guidelines which was not complied with	Provide details of the non-compliance	Any fines / penalties / action taken by regulatory agencies such as pollution control boards or by courts	Corrective action taken, if any
	NA	NA	NA	NA

Leadership Indicators

1. **Provide break-up of the total energy consumed (in Joules or multiples) from renewable and non-renewable sources, in the following format:**

This information has been covered in Principle 6, Q1 of the Essential Indicators[84].

[83] GRI 2-27
[84] GRI 302-1

2. **Provide the following details related to water discharged[85]:**

Parameter		FY 2021-22	FY 2020-21
Water discharge by destination and level of treatment (in kiloliters)			
(i)	**To Surface water**		
-	No treatment	0	0
-	With treatment – please specify level of Treatment	0	0
(ii)	**To Groundwater**		
-	No treatment	0	0
-	With treatment – please specify level of Treatment	0	0
(iii)	**To Seawater**		
-	No treatment	0	0
-	With treatment – please specify level of Treatment	0	0
(iv)	**Sent to third-parties**		
-	No treatment Note: Wastewater sent for municipal treatment	19,216	17,565
-	With treatment – please specify level of Treatment		
a)	Treated at TCS facilities (Tertiary treatment)	31,075	22,835
b)	Sent to builder STP for treatment (Tertiary treatment)	54,998	57,452
(v)	Others		
-	No treatment	0	0
-	With treatment – please specify level of Treatment	0	0
Total water discharged (in kiloliters)		**105,289**	**97,851**

Above data covers details pertaining to India geography only.

[85] GRI 303-4

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

3. **Water withdrawal, consumption and discharge in areas of water stress (in kiloliters):**

For each facility / plant located in areas of water stress, provide the following information[86]:

This section covers details pertaining to India geography only

(i) **Name of the area** Data provided for 14 areas as per CGWB (Central Ground Water Board) in individual tabs

(ii) **Nature of operations** IT Services, Products and Platforms

(iii) **Water withdrawal, consumption and discharge in the following format:**

Parameter		FY 2021-22	FY 2020-21
Water withdrawal by source (in kiloliters)			
(i)	Surface water	0	0
(ii)	Groundwater	0	0
(iii)	Third party water	531,427	526,066
(iv)	Seawater / desalinated water	0	0
(v)	Others	0	0
Total volume of water withdrawal (in kiloliters)		531,427	526,066

[86] GRI 303-3, 303-4

Parameter	FY 2021-22	FY 2020-21
Total volume of water consumption (in kiloliters)	520,733	516,889
Water intensity per rupee of turnover (Water consumed / turnover)	0.00000027	0.00000031
Water discharge by destination and level of treatment (in kiloliters)		
(i) Into Surface water		
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(ii) Into Groundwater		
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iii) Into Seawater		
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
(iv) Sent to third-parties		
- No treatment **Note:** Wastewater sent for municipal treatment	7,622	6,145
- With treatment–please specify level of treatment Note: Tertiary treatment	3,071	3,033
(v) Others		
- No treatment	0	0
- With treatment – please specify level of treatment	0	0
Total water discharged (in kiloliters)	**10,694**	**9,178**

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

4. **Please provide details of total Scope 3 emissions & its intensity, in the following format[87]:**

Parameter	Unit	FY 2021-22	FY 2020-21
Total Scope 3 emissions (Break-up of the GHG into CO2, CH4, N2O, HFCs, PFCs, SF6, NF3, if available)	Metric tonnes of CO2 equivalent	358,452	234,614
Category 1 – Purchased goods & services	tCO2e	12,020	13,184
Category 2 – Capital goods	tCO2e	111,290	128,230
Category 3 Fuel and energy related activities (not included in Scope 1 or 2)	tCO2e	52,415	60,022
Category 4 – Upstream transportation and distribution	tCO2e	7,542	9,030

[87] GRI 305-3; GRI 305-4

Parameter	Unit	FY 2021-22	FY 2020-21
Category 5 – Waste generated in operations	tCO2e	639	492
Category 7 – Employee commuting (Work from home (WFH) emission is included in this category as per GHG protocol since both are pandemic years)	tCO2e	139,504[88]	135,667[89]
Category 6 – Business travel	tCO2e	35,043	15,458
Total Scope 3 emissions per rupee of turnover	tCO2e/INR	0.00000019	0.00000022
Total Scope 3 emission intensity (optional)[90] – the relevant metric may be selected by the entity	-	-	-

Note: Indicate if any independent assessment/ evaluation/assurance has been carried out by an external agency? (Y/N) If yes, name of the external agency.

Yes. This data has been subject to independent assurance by Ernst & Young Associates LLP (EY).

5. **With respect to the ecologically sensitive areas reported at Question 10 of Essential Indicators above, provide details of significant direct & indirect impact of the entity on biodiversity in such areas along-with prevention and remediation activities[91].**

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	Chandaka Wildlife sanctuary authority has developed the trench followed by 5 feet wall with fencing along the border of the sanctuary so that the possibility of elephants crossing the trench is eliminated hence, any impact of TCS operations on wildlife is not expected. However, TCS has undertaken following initiatives: ● Minimizing light pollution around the wildlife sanctuary ● Internal initiatives within its campus towards biodiversity conservation and enhancement ● Internal initiatives towards water and waste management	● Installation of inward facing low intensity peripheral lights ● Plantation of native/ indigenous plants, medicinal and spice garden, butterfly garden ● Provision of organic waste technologies - Vermicomposting and organic waste converter ● Provision of rainwater harvesting structure and sewage treatment plant (STP)	● Inward direction peripheral lights of low intensity to avoid any impact on wildlife movement. High mast lights in TCS parking area are switched off after 11 pm. ● Protection of native/ medicinal, plant species as well as butterfly species. ● Garden and food waste vermicomposting and organic waste composting technology has been installed to generated organic manure and it is reused for landscaping. ● 100% treatment and recycling of wastewater inside the premises. ● Groundwater recharging pits for enriching the water table.

As a proactive initiative, TCS has included 'Urban Biodiversity' conservation as an integral part of TCS Environmental Policy and its long-term plan for sustainable development. Biodiversity action plan is implemented across

[88] This includes WFH emissions of 131,761 tCO2e for FY22
[89] Recalculated the FY 2021 values by including WFH emissions (127,469 tCO2e)
[90] Not calculated the emission intensity per full time employee (FTE) during the pandemic years as very few employees were working out of offices.
[91] GRI 304-2; GRI 304-3

19 TCS campuses in India to conserve and enhance urban biodiversity. Biodiversity mapping for various flora and fauna species is conducted on an annual basis. TCS campuses across India are home to over 600 flora species and 180+ fauna species. 10 species of IUCN category trees i.e., Endemic, Endangered, Threatened, Vulnerable and Rare species, are protected within TCS campuses.

6. **If the entity has undertaken any specific initiatives or used innovative technology or solutions to improve resource efficiency, or reduce impact due to emissions / effluent discharge / waste generated, please provide details of the same as well as outcome of such initiatives, as per the following format:**

Sr. No	Initiative undertaken	Details of the initiative (Web-link, if any, may be provided along-with summary)	Outcome of the initiative
1	HVAC energy efficiency projects	Aged / inefficient air conditioners upgraded with BEE star rated equipment	1,374,439 kWh energy savings
2	UPS based energy efficiency projects	UPS resizing / consolidation/ upgrades of old UPSs with Modular UPS /Energy efficient UPS	1,681,454 kWh energy savings
3	Roof top solar projects	Completed the roof top solar projects in Adi Balta (2,154 kWp) in Nov 21 and TCS center (207 kWp) Kochi in Oct 21	1,030,766 kWh generation through solar roof top

7. **Does the entity have a business continuity and disaster management plan? Give details in 100 words/ web link.**

   TCS has a well-established business continuity and disaster management framework that is fully aligned to ISO 22301:2019, CMMI-SVC and is integrated with other quality management systems for consistent deployment across the organization. The function is governed by a trained pool of subject matter experts (Crisis Management Leaders) at various levels of the organization ensuring upkeep of business continuity plans, planning and executing drills to achieve seamless resumption, in case of any disruption. The entire process is integrated with other business processes through in-house developed tools that support planning and communication with all stakeholders.

8. **Disclose any significant adverse impact to the environment, arising from the value chain of the entity. What mitigation or adaptation measures have been taken by the entity in this regard[92].**

   No significant adverse impact envisaged from TCS' value chain.

9. **Percentage of value chain partners (by value of business done with such partners) that were assessed for environmental impacts[93].**

   100% of the value chain partners were assessed for environmental impacts.

[92] GRI 308-2
[93] GRI 308-1, GRI 308-2

PRINCIPLE 7 Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent

Essential Indicators

1. a. **Number of affiliations with trade and industry chambers/ associations[94]**

   Ans. 10 in India. In addition, TCS also works through some of the bilateral/ multilateral international chambers based out of India.

   b. **List the top 10 trade and industry chambers/ associations (determined based on the total members of such body) the entity is a member of/ affiliated to[95]**

Sr. No.	Name of the trade and industry chambers/ associations	Reach of trade and industry chambers/ associations (State/National)
1	NASSCOM	National
2	Confederation of Indian Industry (CII)	National
3	Federation of Indian Chambers of Commerce & Industry (FICCI)	National
4	ASSOCHAM	National
5	Public Affairs Forum of India	National
6	The Institute of Management Consultants of India	National
7	British Business Promotion Association	International
8	Indo American Chamber of Commerce	National
9	All India Management Association	National
10	Indo-Belgian-Luxembourg Chamber of Commerce and Industry	International

[94] GRI 2-28
[95] GRI 2-28

2. **Provide details of corrective action taken or underway on any issues related to anti-competitive conduct by the entity, based on adverse orders from regulatory authorities.**

Name of authority	Brief of the case	Corrective action taken
Not Applicable (No adverse order received in last Financial Year)		

PRINCIPLE 8 Businesses should promote inclusive growth and equitable development

Essential Indicators

1. **Details of Social Impact Assessments (SIA) of projects undertaken by the entity based on applicable laws, in the current financial year.[96]**

Name and brief details of project	Whether conducted by independent external agency (Yes/No)	Results communicated in public domain (Yes/No)	Relevant web link
Tata Translational Cancer Research Centre (TTCRC) - Setting up a cancer R&D centre at Tata Medical Cancer, Kolkata, where researchers are working together for developing/ enhancing personalized solutions for cancer patients.	Yes	Yes	https://on.tcs.com/IAR

[96] 413-1

2. **Provide information on project(s) for which ongoing Rehabilitation and Resettlement (R&R) is being undertaken by your entity, in the following format:**

   Not applicable

3. **Describe the mechanisms to receive and redress grievances of the community[97].**

   All agreements between TCS and the stakeholders, contain clauses on handling of grievances, disputes etc. Additionally, TCS' Regional Leaders are connected at the ground level and provide feedback for implementation if any. Post program implementation, surveys and questionnaires capture the feedback which is duly implemented.

4. **Percentage of input material (inputs to total inputs by value) sourced from suppliers[98]:**

	FY 2021-22	FY 2020-21
Directly sourced from MSMEs / small producers	-	-
Sourced directly from within the district and neighboring districts	-	-

Note:

- The periodic exercise to validate the MSME status of existing vendors in the empaneled list is currently underway. This data will be available from the next reporting year.

[97] GRI 2-25, GRI 413-1
[98] GRI 204-1

PRINCIPLE 9 Businesses should engage with and provide value to their consumers in a responsible manner

Essential Indicators

1. **Describe the mechanisms in place to receive and respond to consumer complaints and feedback[99].**

   TCS' customers are provided with multiple mechanisms to report complaints or feedback.

   For privacy specific complaints, they can also raise incidents with TCS' Data Protection or Privacy Officers. The contact details of the data protection and privacy officers is available in TCS website at https://www.tcs.com/privacy-policy or as otherwise notified to the customers from time to time.

   Each customer concern is addressed with utmost care at all levels. TCS teams acknowledge, analyze the incidents and develop an action plan to resolve it. The team engages with the customer, to validate the action plan and regularly updates customers about the progress of action taken. Any feedback from the customer is taken positively and action plans are refined to ensure utmost customer satisfaction.

2. **Turnover of products and/ services as a percentage of turnover from all products/service that carry information about:**

   Not Applicable

	As a % to total turnover
Environmental and social parameters relevant to the product	NA
Safe and responsible usage	NA
Recycling and / or safe disposal	NA

[99] GRI 2-25

3. **Number of consumer complaints in respect of the following:**

	FY 2021-22		Remarks	FY 2020-21		Remarks
	Received during the year	Pending resolution at end of year		Received during the year	Pending resolution at end of year	
Data privacy	6	2	TCS treats Customers as consumers; The breaches as confirmed by customer was due to accidental data sharing with unintended recipients	13	0	TCS treats Customers as consumers; The breaches as confirmed by customer was due to accidental data sharing with unintended recipients
Advertising	NA	NA	NA	NA	NA	NA
Cyber-security	NIL	NIL	NIL	NIL	NIL	NIL
Delivery of essential services	NA	NA	NA	NA	NA	NA
Restrictive Trade Practices	NA	NA	NA	NA	NA	NA
Unfair Trade Practices	NA	NA	NA	NA	NA	NA

4. **Details of instances of product recalls on account of safety issues:**

Not applicable as TCS does not have any products that can entail safety issues

5. **Does the entity have a framework/ policy on cyber security and risks related to data privacy? (Yes/No) If available, provide a web-link of the policy[100].**

Yes.

From data privacy aspects, TCS' commitment to privacy is espoused in its TCS Global Privacy Policy. This is accessible at https://www.tcs.com/privacy-policy-commitment.

TCS has defined and implemented a Global Privacy policy that is applicable to all its legal entities, branches, lines of businesses and functions. The global privacy policy is a "gold standard of privacy" addressing applicable privacy regulations and based on inputs from industry bodies dealing with privacy.

[100] GRI 2-23

The Global Privacy policy covers all stakeholders across the value chain including – employees (full-time and contracted), customers, partners, vendors/suppliers, and any other stakeholder whose Personal Data is processed. All third parties (vendors/suppliers) are engaged / contracted with adequate due diligence, and commitment towards privacy obligations.

From a cyber security aspect, TCS has implemented cutting edge security tools to protect itself from external as well as internal threats.

TCS has moved to a proactive early detection approach. Any approach to protect an organization from threats, needs to focus on all the risks and learnings from various attacks, understanding the modus operandi of the attacker and ensure that adequate processes and latest in technology are implemented to protect and provide proactive detection capabilities. TCS has implemented a comprehensive threat intelligence framework to proactively identify external threats as they unfold globally, be it a ransomware propagation, a nation state actor group, attackers for purely monetary gain etc. The threat intelligence framework includes gathering intel on external threats by means of commercial, government, open source and vendor security feeds, threat hunting in dark web, analyse new attack patterns and constantly monitoring the publication of vulnerabilities or various tools and software in use in the organization. The threat intel information is processed in TCS' AI/ML based correlation tools and automated scripts ensure that the indicators of compromise from the threat feeds are automictically blocked on the perimeter devices.

TCS has also rearchitected its network and has implemented tools in tandem to work in a defence in depth model to provide a holistic protection against threat vectors/actors. The defence in depth model has a strong multi-layered perimeter setup consisting of Next Gen Firewalls, Intrusion Prevention Systems, DDoS attack protection for critical resources, Web Application Firewalls, Advanced malware protection and other email gateway security controls. TCS network design is compartmentalized for every customer and critical resources to ensure that the services provided to each customer remains isolated. This network design ensures that if there is an impact at one customer end, say a ransomware attack on a customer network, the segregated network along with the company's incident response process ensures that there is no impact to other network segments.

In addition to the perimeter defences, TCS has implemented technical controls and processes within the network to protect the information resources. Tools based on machine learning that can detect and prevent known and unknown ransomware, malware and active intruder attempts to exploit like lateral movement, privilege escalation or credential dumping in addition to many other malicious actions. AI/ML tools that can detect behaviour anomalies of users. Tools that can correlate audit logs from various sources. Alerts from these tools are monitored 24x7x365 by the TCS Cyber Security Operations Center.

TCS has also implanted a strong vulnerability management program which includes proactively identifying vulnerabilities in its network and systems by conducting periodic vulnerability assessments, penetration tests and red team exercises.

6. **Provide details of any corrective actions taken or underway on issues relating to advertising, and delivery of essential services; cyber security and data privacy of customers; re-occurrence of instances of product recalls; penalty / action taken by regulatory authorities on safety of products / services.**

   Please refer to the answer to Q.5 above. All the initiatives explained above has ensured that TCS did not have any incidents leading to regulatory issues / penalties.

Leadership Indicators

1. **Channels / platforms where information on products and services of the entity can be accessed (provide web link, if available).**

   www.tcs.com

2. **Steps taken to inform and educate consumers about safe and responsible usage of products and/or services.**

   Not applicable, as TCS does not have any products/services that can entail safety issues or a usage abuse.

3. **Mechanisms in place to inform consumers of any risk of disruption/discontinuation of essential services.**

   Each customer relationship in TCS has a business continuity mechanism to handle any disruption of services/products and a suitable communication plan.

4. **Does the entity display product information on the product over and above what is mandated as per local laws? (Yes/No/Not Applicable) If yes, provide details in brief. Did your entity carry out any survey with regard to consumer satisfaction relating to the major products / services of the entity, significant locations of operation of the entity or the entity as a whole? (Yes/No)**

   Not Applicable

5. **Provide the following information relating to data breaches:**

   Number of instances of data breaches along-with impact : As a data fiduciary, TCS has not had any data breach incidents in FY 2022.

   a. **Percentage of data breaches involving personally ide3ntifiable information of customers :** 0%

Consolidated Financial Statements

To the Members of
Tata Consultancy Services Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Tata Consultancy Services Limited (hereinafter referred to as "the Holding Company") and its subsidiaries (Holding Company and its subsidiaries together referred to as "the Group"), which comprise the consolidated balance sheet as at 31 March 2022, and the consolidated statement of profit and loss (including other comprehensive income), consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies and other explanatory information (hereinafter referred to as "the consolidated financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid consolidated financial statements give the information required by the Companies Act, 2013 ("Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the consolidated state of affairs of the Group as at 31 March 2022, of its consolidated profit and other comprehensive loss, consolidated changes in equity and consolidated cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in terms of the Code of Ethics issued by the Institute of Chartered Accountants of India and the relevant provisions of the Act, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion on the consolidated financial statements.

Key Audit Matters

Key audit matters ('KAM') are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matter

<table>
<tr><th>The Key audit matter</th><th>How the matter was addressed in our audit</th></tr>
<tr><td colspan="2">Revenue recognition– Fixed price contracts</td></tr>
<tr><td>The Group inter alia engages in Fixed-price contracts, wherein, revenue is recognized using the percentage of completion computed as per the input method based on the Group's estimate of contract costs (Refer Note 5(a) and Note 12 to the consolidated financial statements).

We identified revenue recognition of fixed price contracts where the percentage of completion is used as a Key Audit Matter since –

• there is an inherent risk and presumed fraud risk around the accuracy and existence of revenues recognised considering the customised and complex nature of these contracts and significant inputs of IT systems;

• application of revenue recognition accounting standard (Ind AS 115, Revenue from Contracts with customers) is complex and involves a number of key judgments and estimates in mainly identifying performance obligations, related transaction price and estimating the future cost-to-completion of these contracts, which is used to determine the percentage of completion of the relevant performance obligation;

• these contracts may involve onerous obligations which requires critical assessment of foreseeable losses to be made by the Group; and

• at year-end, significant amount of work in progress (Contract assets), related to these contracts are recognised on the balance sheet.</td><td>Our audit procedures included the following:

• Obtained an understanding of the systems, processes and controls implemented by the Group for recording and computing revenue and the associated contract assets, unearned and deferred revenue balances.

• Including involvement of our Information technology ('IT') specialists, as required:

➢ Assessed the IT environment in which the business systems operate and tested system controls over computation of revenue recognised;

➢ Tested the IT controls over appropriateness of cost and revenue reports generated by the system;

➢ Tested the controls pertaining to allocation of resources and budgeting systems which prevent the unauthorized recording/changes to costs incurred; and

➢ Tested on a random sampling basis the controls relating to the estimation of contract costs required to complete the respective projects.

• On selected specific and statistical samples of contracts, we tested that the revenue recognized is in accordance with the revenue recognition accounting standard including –

➢ Evaluated the identification of performance obligations and the ascribed transaction price;

➢ For testing the Group's computation of the estimation of contract costs and onerous obligations, if any. We:

• assessed that the estimates of costs to complete were reviewed and approved by appropriate designated management personnel;

• performed a retrospective analysis of costs incurred with estimated costs to identify significant variations and challenged whether those variations are required to be considered in estimating the remaining costs to complete the contract;

• assessed the appropriateness of work in progress (contract assets) on balance sheet date by evaluating the underlying documentation to identify possible changes in estimated costs to complete the remaining performance obligations; and

• inspected underlying documents and performed analytics to determine reasonableness of contract costs.</td></tr>
</table>

Other Information

The Holding Company's management and Board of Directors are responsible for the other information. The other information comprises the information included in the Holding Company's Annual Report, but does not include the financial statements and our auditor's report thereon. The Holding Company's annual report is expected to be made available to us after the date of this auditor's report

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Holding Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Consolidated Financial Statements

The Holding Company's Management and Board of Directors are responsible for the preparation and presentation of these consolidated financial statements in terms of the requirements of the Act that give a true and fair view of the consolidated state of affairs, consolidated profit/ loss and other comprehensive income, consolidated statement of changes in equity and consolidated cash flows of the Group in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. The respective Management and Board of Directors of the Companies included in the Group are responsible for maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding the assets of each Company and for preventing and detecting frauds and other irregularities; the selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the consolidated financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error, which have been used for the purpose of preparation of the consolidated financial statements by the Management and Board of Directors of the Holding Company, as aforesaid.

In preparing the consolidated financial statements, the respective Management and Board of Directors of the companies included in the Group are responsible for assessing the ability of each Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the respective Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The respective Board of Directors of the Companies included in the Group are responsible for overseeing the financial reporting process of each Company.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on the internal financial controls with reference to the consolidated financial statements and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by Management and Board of Directors.

- Conclude on the appropriateness of Management and Board of Directors use of the going concern basis of accounting in preparation of consolidated financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the appropriateness of this assumption. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of entities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the audit of financial information of such entities included in the consolidated financial statements. We remain solely responsible for our audit opinion.

We communicate with those charged with governance of the Holding Company and such other Companies included in the consolidated financial statements of which we are the independent auditors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143 (11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. A. As required by Section 143(3) of the Act, based on our audit, we report, to the extent applicable, that :

    a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit of the aforesaid consolidated financial statements.

    b) In our opinion, proper books of account as required by law relating to preparation of the aforesaid consolidated financial statements have been kept so far as it appears from our examination of those books.

    c) The consolidated balance sheet, the consolidated statement of profit and loss (including other comprehensive income), the consolidated statement of changes in equity and the consolidated statement of cash flows dealt with by this Report are in agreement with the relevant books of account maintained for the purpose of preparation of the consolidated financial statements.

    d) In our opinion, the aforesaid consolidated financial statements comply with the Ind AS specified under Section 133 of the Act.

    e) On the basis of the written representations received from the directors of the Holding Company as on 31 March 2022 taken on record by the Board of Directors of the Holding Company and on the basis of written representations received by the management from directors of its subsidiaries which are incorporated in India, as on 31 March 2022, none of the directors of the Group companies incorporated in India is disqualified as on 31 March 2022 from being appointed as a director in terms of Section 164(2) of the Act.

    f) With respect to the adequacy of the internal financial controls with reference to consolidated financial statements of the Holding Company and its subsidiary companies incorporated in India and the operating effectiveness of such controls, refer to our separate report in 'Annexure B'.

B. With respect to the other matters to be included in the Auditors' Report in accordance with Rule 11 of the Companies (Audit and Auditor's) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

a) The consolidated financial statements disclose the impact of pending litigations as at 31 March 2022 on the consolidated financial position of the Group. Refer Note 20 to the consolidated financial statements.

b) The Group did not have any material foreseeable losses on long-term contracts including derivative contracts during the year ended 31 March 2022.

c) There has been no delay in transferring amounts to the Investor Education and Protection Fund by the Holding Company and its subsidiary companies incorporated in India during the year ended 31 March 2022.

d) (i) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Holding Company or its subsidiary companies incorporated in India to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Holding Company or its subsidiary companies incorporated in India or

- provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(ii) The management has represented, that, to the best of its knowledge and belief, no funds have been received by the Holding Company or its subsidiary companies incorporated in India from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Holding Company or its subsidiary companies incorporated in India shall:

- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Parties or

- provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries

(iii) Based on such audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (d)(i) and (d)(ii) contain any material mis-statement.

e) The dividend declared or paid during the year by the Holding Company and its subsidiary companies incorporated in India are in compliance with section 123 of the Act.

C. With respect to the matter to be included in the Auditors' report under Section 197(16) of the Act:

In our opinion and according to the information and explanation given to us, the remuneration paid during the current year by the Holding Company and its subsidiaries which are incorporated in India to its directors is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director by the Holding Company and its subsidiaries which are incorporated in India, is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVFFO1633

Mumbai
11 April 2022

Annexure A to the Independent Auditor's report on the consolidated financial statements of Tata Consultancy Services Limited for the year ended 31 March 2022

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(xxi) According to the information and explanations given to us, in respect of the following companies incorporated in India and included in the consolidated financial statements, the CARO report relating to them has not been issued by their auditors till the date of this audit report:

Name of the entities	CIN	Subsidiary
MP Online Limited	U72400MP2006PLC018777	Subsidiary
APT Online Limited	U75142TG2002PLC039671	Subsidiary
C-Edge Technologies Limited	U72900MH2006PLC159038	Subsidiary
Mahaonline Limited	U72900MH2010PLC206026	Subsidiary
TCS e-Serve International Limited	L22210MH1995PLC084781	Subsidiary

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVFFO1633

Mumbai
11 April 2022

Annexure B to the Independent Auditors' Report on the consolidated financial statements of Tata Consultancy Services Limited for the year ended 31 March 2022

Report on the internal financial controls with reference to the aforesaid consolidated financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013

(Referred to in paragraph A(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

In conjunction with our audit of the consolidated financial statements of Tata Consultancy Services Limited (hereinafter referred to as "the Holding Company") as of and for the year ended 31 March 2022, we have audited the internal financial controls with reference to the consolidated financial statements of the Holding Company and such companies incorporated in India under the Companies Act, 2013 which are its subsidiary companies, as of that date.

In our opinion, the Holding Company and such companies incorporated in India which are its subsidiary companies, have, in all material respects, adequate internal financial controls with reference to consolidated financial statements and such internal financial controls were operating effectively as at 31 March 2022, based on the internal financial controls with reference to consolidated financial statements criteria established by such companies considering the essential components of such internal controls stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's Responsibility for Internal Financial Controls

The respective Company's management and the Board of Directors are responsible for establishing and maintaining internal financial controls with reference to consolidated financial statements based on the criteria established by the respective Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the respective company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Companies Act, 2013 (hereinafter referred to as "the Act").

Auditors' Responsibility

Our responsibility is to express an opinion on the internal financial controls with reference to consolidated financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to consolidated financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to consolidated financial statements were established and maintained and if such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to consolidated financial statements and their operating effectiveness. Our audit of internal financial controls with reference to consolidated financial statements included obtaining an understanding of internal financial controls with reference to consolidated financial statements, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of the internal controls based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the internal financial controls with reference to consolidated financial statements.

Meaning of Internal Financial Controls with reference to Consolidated Financial Statements

A company's internal financial controls with reference to consolidated financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of consolidated financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to consolidated financial statements includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of consolidated financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the consolidated financial statements.

Inherent Limitations of Internal Financial Controls with reference to Consolidated Financial Statements

Because of the inherent limitations of internal financial controls with reference to consolidated financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to consolidated financial statements to future periods are subject to the risk that the internal financial controls with reference to consolidated financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVFFO1633

Mumbai
11 April 2022

Consolidated Balance Sheet

(₹ crore)

	Note	As at March 31, 2022	As at March 31, 2021
ASSETS			
Non-current assets			
Property, plant and equipment	10(a)	10,774	11,110
Capital work-in-progress	10(a)	1,205	926
Right-of-use assets	9	7,636	7,633
Goodwill	10(b)	1,787	1,798
Other intangible assets	10(c)	1,101	480
Financial assets			
Investments	8(a)	223	213
Trade receivables			
Billed	8(b)	145	55
Unbilled		55	273
Loans	8(e)	311	29
Other financial assets	8(f)	2,253	1,573
Income tax assets (net)		1,983	1,845
Deferred tax assets (net)	17	3,708	3,931
Other assets	10(d)	2,023	1,613
Total non-current assets		**33,204**	**31,479**
Current assets			
Inventories	10(e)	20	8
Financial assets			
Investments	8(a)	30,262	29,160
Trade receivables			
Billed	8(b)	34,074	30,079
Unbilled		7,736	6,583
Cash and cash equivalents	8(c)	12,488	6,858
Other balances with banks	8(d)	5,733	2,471
Loans	8(e)	6,445	11,472
Other financial assets	8(f)	1,390	1,394
Income tax assets (net)		11	19
Other assets	10(d)	10,151	11,236
Total current assets		**1,08,310**	**99,280**
TOTAL ASSETS		**1,41,514**	**1,30,759**
EQUITY AND LIABILITIES			
Equity			
Share capital	8(m)	366	370
Other equity	11	88,773	86,063
Equity attributable to shareholders of the Company		**89,139**	**86,433**
Non-controlling interests		707	675
Total equity		**89,846**	**87,108**

Consolidated Balance Sheet

(₹ crore)

	Note	As at March 31, 2022	As at March 31, 2021
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities		6,368	6,503
Other financial liabilities	8(h)	572	280
Employee benefit obligations	14	677	749
Deferred tax liabilities (net)	17	590	767
Unearned and deferred revenue		1,110	1,197
Total non-current liabilities		**9,317**	**9,496**
Current liabilities			
Financial liabilities			
Lease liabilities		1,450	1,292
Trade payables	8(g)	8,045	7,860
Other financial liabilities	8(h)	7,687	6,150
Unearned and deferred revenue		3,635	3,650
Other liabilities	10(f)	8,392	4,068
Provisions	10(g)	1,411	1,394
Employee benefit obligations	14	3,810	3,498
Income tax liabilities (net)		7,921	6,243
Total current liabilities		**42,351**	**34,155**
TOTAL EQUITY AND LIABILITIES		**1,41,514**	**1,30,759**

NOTES FORMING PART OF CONSOLIDATED FINANCIAL STATEMENTS

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:
101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and
Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Consolidated Statement of Profit and Loss

(₹ crore)

	Note	Year ended March 31, 2022	Year ended March 31, 2021
Revenue from operations	12	1,91,754	1,64,177
Other income	13	4,018	3,134
TOTAL INCOME		**1,95,772**	**1,67,311**
Expenses			
Employee benefit expenses	14	1,07,554	91,814
Cost of equipment and software licences	15(a)	1,163	1,462
Finance costs	16	784	637
Depreciation and amortisation expense		4,604	4,065
Other expenses	15(b)	29,980	24,355
TOTAL EXPENSES		**1,44,085**	**1,22,333**
PROFIT BEFORE EXCEPTIONAL ITEM AND TAX		**51,687**	**44,978**
Exceptional item			
Provision towards legal claim	20	-	1,218
PROFIT BEFORE TAX		**51,687**	**43,760**
Tax expense			
Current tax	17	13,654	11,635
Deferred tax	17	(416)	(437)
TOTAL TAX EXPENSE		**13,238**	**11,198**
PROFIT FOR THE YEAR		**38,449**	**32,562**

(₹ crore)

	Note	Year ended March 31, 2022	Year ended March 31, 2021
OTHER COMPREHENSIVE INCOME (OCI)			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined employee benefit plans		261	(82)
Net change in fair values of investments in equity shares carried at fair value through OCI		(4)	(2)
Income tax on items that will not be reclassified subsequently to profit or loss		19	11
Items that will be reclassified subsequently to profit or loss			
Net change in fair values of investments other than equity shares carried at fair value through OCI		(516)	51
Net change in intrinsic value of derivatives designated as cash flow hedges		(37)	14
Net change in time value of derivatives designated as cash flow hedges		(34)	53
Exchange differences on translation of financial statements of foreign operations		20	448
Income tax on items that will be reclassified subsequently to profit or loss		196	(32)
TOTAL OTHER COMPREHENSIVE INCOME / (LOSSES)		**(95)**	**461**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**38,354**	**33,023**

Consolidated Statement of Profit and Loss

(₹ crore)

	Note	Year ended March 31, 2022	Year ended March 31, 2021
Profit for the year attributable to:			
Shareholders of the Company		38,327	32,430
Non-controlling interests		122	132
		38,449	**32,562**
Other comprehensive income for the year attributable to:			
Shareholders of the Company		(63)	484
Non-controlling interests		(32)	(23)
		(95)	**461**
Total comprehensive income for the year attributable to:			
Shareholders of the Company		38,264	32,914
Non-controlling interests		90	109
		38,354	**33,023**
Earnings per equity share:- Basic and diluted (₹)	18	103.62	86.71
Weighted average number of equity shares		369,88,32,195	374,01,10,733

NOTES FORMING PART OF CONSOLIDATED FINANCIAL STATEMENTS

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:
101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Consolidated Statement of Changes in Equity

A. EQUITY SHARE CAPITAL

(₹ crore)

Balance as at April 1, 2021	Changes in equity share capital due to prior period errors	Restated balance as at April 1, 2021	Changes in equity share capital during the year*	Balance as at March 31, 2022
370	-	370	(4)	366

(₹ crore)

Balance as at April 1, 2020	Changes in equity share capital due to prior period errors	Restated balance as at April 1, 2020	Changes in equity share capital during the year*	Balance as at March 31, 2021
375	-	375	(5)	370

*Refer Note 8(m).

B. OTHER EQUITY

(₹ crore)

	Reserves and surplus						Items of other comprehensive income				Equity attributable to shareholders of the Company	Non-controlling interests	Total equity
	Capital reserve	Capital redemption reserve	General reserve	Special Economic Zone re-investment reserve	Retained earnings	Statutory reserve	Investment revaluation reserve	Cash flow hedging reserve		Foreign currency translation reserve			
								Intrinsic value	Time value				
Balance as at April 1, 2021	**75**	**436**	**27**	**2,538**	**79,586**	**407**	**828**	**56**	**(27)**	**2,137**	**86,063**	**675**	**86,738**
Profit for the year	-	-	-	-	38,327	-	-	-	-	-	38,327	122	38,449
Other comprehensive income / (losses)	-	-	-	-	280	-	(340)	(29)	(26)	52	(63)	(32)	(95)
Total comprehensive income	**-**	**-**	**-**	**-**	**38,607**	**-**	**(340)**	**(29)**	**(26)**	**52**	**38,264**	**90**	**38,354**
Dividend	-	-	-	-	(13,317)	-	-	-	-	-	(13,317)	(58)	(13,375)
Expenses for buy-back of equity shares[1]	-	-	-	-	(49)	-	-	-	-	-	(49)	-	(49)
Tax on buy-back of equity shares[1]	-	-	-	-	(4,192)	-	-	-	-	-	(4,192)	-	(4,192)
Buy-back of equity shares[1]	-	4	-	-	(18,000)	-	-	-	-	-	(17,996)	-	(17,996)
Transfer to Special Economic Zone re-investment reserve	-	-	-	9,407	(9,407)	-	-	-	-	-	-	-	-
Transfer from Special Economic Zone re-investment reserve	-	-	-	(4,658)	4,658	-	-	-	-	-	-	-	-
Transfer to reserves	-	-	(27)	-	272	(245)	-	-	-	-	-	-	-
Balance as at March 31, 2022	**75**	**440**	**-**	**7,287**	**78,158**	**162**	**488**	**27**	**(53)**	**2,189**	**88,773**	**707**	**89,480**

Consolidated Statement of Changes in Equity

(₹ crore)

	Reserves and surplus						Items of other comprehensive income				Equity attributable to shareholders of the Company	Non-controlling interests	Total equity
	Capital reserve	Capital redemption reserve	General reserve	Special Economic Zone re-investment reserve	Retained earnings	Statutory reserve	Investment revaluation reserve	Cash flow hedging reserve		Foreign currency translation reserve			
								Intrinsic value	Time value				
Balance as at April 1, 2020	**75**	**431**	**27**	**1,594**	**78,810**	**375**	**796**	**45**	**(68)**	**1,666**	**83,751**	**623**	**84,374**
Profit for the year	-	-	-	-	32,430	-	-	-	-	-	32,430	132	32,562
Other comprehensive income / (losses)	-	-	-	-	(71)	-	32	11	41	471	484	(23)	461
Total comprehensive income	**-**	**-**	**-**	**-**	**32,359**	**-**	**32**	**11**	**41**	**471**	**32,914**	**109**	**33,023**
Dividend	-	-	-	-	(10,850)	-	-	-	-	-	(10,850)	(57)	(10,907)
Expenses for buy-back of equity shares[1]	-	-	-	-	(31)	-	-	-	-	-	(31)	-	(31)
Tax on liability towards buy-back of equity shares[1]	-	-	-	-	(3,726)	-	-	-	-	-	(3,726)	-	(3,726)
Buy-back of equity shares[1]	-	5	-	-	(16,000)	-	-	-	-	-	(15,995)	-	(15,995)
Transfer to Special Economic Zone re-investment reserve	-	-	-	5,058	(5,058)	-	-	-	-	-	-	-	-
Transfer from Special Economic Zone re-investment reserve	-	-	-	(4,114)	4,114	-	-	-	-	-	-	-	-
Transfer to reserves	-	-	-	-	(32)	32	-	-	-	-	-	-	-
Balance as at March 31, 2021	**75**	**436**	**27**	**2,538**	**79,586**	**407**	**828**	**56**	**(27)**	**2,137**	**86,063**	**675**	**86,738**

[1]Refer note 8(m).

Gain of ₹280 crore and loss of ₹71 crore on remeasurement of defined employee benefit plans (net of tax) is recognised as a part of retained earnings for the years ended March 31, 2022 and 2021, respectively.

Total equity (primarily retained earnings) includes ₹1,759 crore and ₹1,366 crore as at March 31, 2022 and 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Nature and purpose of reserves

(a) Capital reserve

The Group recognises profit and loss on purchase, sale, issue or cancellation of the Group's own equity instruments to capital reserve.

(b) Capital redemption reserve

As per Companies Act, 2013, capital redemption reserve is created when company purchases its own shares out of free reserves or securities premium. A sum equal to the nominal value of the shares so purchased is transferred to capital redemption reserve. The reserve is utilised in accordance with the provisions of section 69 of the Companies Act, 2013.

(c) General reserve

The general reserve is a free reserve which is used from time to time to transfer profits from / to retained earnings for appropriation purposes. As the general reserve is created by a transfer from one component of equity to another and is not an item of other comprehensive income, items included in the general reserve will not be reclassified subsequently to statement of profit and loss.

(d) Special Economic Zone re-investment reserve

The Special Economic Zone (SEZ) re-investment reserve is created out of the profit of eligible SEZ units in terms of the provisions of section 10AA(1)(ii) of the Income-tax Act, 1961. The reserve will be utilised by the Group for acquiring new assets for the purpose of its business as per the terms of section 10AA(2) of Income-tax Act, 1961.

(e) Retained earnings

This reserve represents undistributed accumulated earnings of the Group as on the balance sheet date.

(f) Statutory reserve

Statutory reserves are created to adhere to requirements of applicable laws and will be utilised in accordance with the said laws.

(g) Investment revaluation reserve

This reserve represents the cumulative gains and losses arising on the revaluation of equity and debt instruments on the balance sheet date measured at fair value through other comprehensive income. The reserves accumulated will be reclassified to retained earnings and profit and loss respectively, when such instruments are disposed.

(h) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. Such gains or losses will be reclassified to statement of profit and loss in the period in which the underlying hedged transaction occurs.

(i) Foreign currency translation reserve

The exchange differences arising from the translation of financial statements of foreign operations with functional currency other than Indian Rupee is recognised in other comprehensive income and is presented within equity in the foreign currency translation reserve.

NOTES FORMING PART OF CONSOLIDATED FINANCIAL STATEMENTS

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:
101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and
Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Consolidated Statement of Cash Flows

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit for the year	38,449	32,562
Adjustments for:		
Depreciation and amortisation expense	4,604	4,065
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	135	201
Provision towards legal claim (Refer note 20)	-	1,218
Tax expense	13,238	11,198
Net gain on lease modification	(7)	(100)
Net loss on sub-lease	9	-
Unrealised foreign exchange gain	(120)	(21)
Net gain on disposal of property, plant and equipment	(23)	(13)
Net gain on disposal / fair valuation of investments	(198)	(204)
Interest income	(2,663)	(2,504)
Dividend income	(4)	(8)
Finance costs	784	637
Operating profit before working capital changes	**54,204**	**47,031**
Net change in		
Inventories	(12)	(3)
Trade receivables		
Billed	(4,210)	1,260
Unbilled	(934)	(201)
Loans and other financial assets	(116)	(17)
Other assets	807	(2,805)
Trade payables	186	(93)
Unearned and deferred revenue	(103)	1,091
Other financial liabilities	1,153	122
Other liabilities and provisions	460	1,509
Cash generated from operations	**51,435**	**47,894**
Taxes paid (net of refunds)	(11,486)	(9,092)
Net cash generated from operating activities	**39,949**	**38,802**
CASH FLOWS FROM INVESTING ACTIVITIES		
Bank deposits placed	(15,947)	(6,605)
Inter-corporate deposits placed	(14,619)	(21,076)
Purchase of investments#	(75,374)	(54,462)
Payment for purchase of property, plant and equipment	(2,483)	(2,719)
Payment including advances for acquiring right-of-use assets	(15)	(101)
Payment for purchase of intangible assets	(497)	(356)
Proceeds from bank deposits	11,950	4,767
Proceeds from inter-corporate deposits	19,498	18,018
Proceeds from disposal / redemption of investments#	73,852	51,630
Proceeds from sub-lease receivable	3	-
Proceeds from disposal of property, plant and equipment	31	37
Interest received	2,700	2,730
Dividend received	4	8
Net cash used in investing activities	**(897)**	**(8,129)**

Consolidated Statement of Cash Flows

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of lease liabilities	(1,417)	(1,336)
Interest paid	(698)	(634)
Dividend paid	(13,317)	(10,850)
Dividend paid to non-controlling interests	(58)	(57)
Transfer of funds to buy-back escrow account	(180)	(160)
Transfer of funds from buy-back escrow account	162	160
Expenses for buy-back of equity shares (Refer note 8(m))	(49)	(31)
Tax on buy-back of equity shares (Refer note 8(m))	-	(3,726)
Buy-back of equity shares (Refer note 8(m))	(18,000)	(16,000)
Advance towards purchase of non-controlling interests	(24)	-
Net cash used in financing activities	**(33,581)**	**(32,634)**
Net change in cash and cash equivalents	**5,471**	**(1,961)**
Cash and cash equivalents at the beginning of the year	6,858	8,646
Exchange difference on translation of foreign currency cash and cash equivalents	159	173
Cash and cash equivalents at the end of the year	**12,488**	**6,858**

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Components of cash and cash equivalents		
Balances with banks		
In current accounts	2,211	5,266
In deposit accounts	10,277	1,586
Cheques on hand	-*	-*
Cash on hand	-*	1
Remittances in transit	-*	5
	12,488	**6,858**

*Represents value less than ₹0.50 crore.

#Purchase of investments include ₹17 crore and ₹172 crore for the years ended March 31, 2022 and 2021, respectively, and proceeds from disposal / redemption of investments include ₹87 crore and ₹104 crore for the years ended March 31, 2022 and 2021, respectively, held by trusts and TCS Foundation held for specified purposes.

NOTES FORMING PART OF CONSOLIDATED FINANCIAL STATEMENTS

As per our report of even date attached
For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

1) Corporate information

Tata Consultancy Services Limited ("the Company") and its subsidiaries (collectively together with employee welfare trusts referred to as "the Group") provide IT services, consulting and business solutions and have been partnering with many of the world's largest businesses in their transformation journeys. The Group offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions. This is delivered through its unique Location-Independent Agile delivery model recognised as a benchmark of excellence in software development.

The Company is a public limited company incorporated and domiciled in India. The address of its corporate office is TCS House, Raveline Street, Fort, Mumbai - 400001. As at March 31, 2022, Tata Sons Private Limited, the holding company owned 72.27% of the Company's equity share capital.

The Board of Directors approved the consolidated financial statements for the year ended March 31, 2022 and authorised for issue on April 11, 2022.

2) Statement of compliance

These consolidated financial statements have been prepared in accordance with the Indian Accounting Standards (referred to as "Ind AS") prescribed under section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules as amended from time to time.

3) Basis of preparation

These consolidated financial statements have been prepared on historical cost basis except for certain financial instruments and defined benefit plans which are measured at fair value or amortised cost at the end of each reporting period. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. All assets and liabilities have been classified as current and non-current as per the Group's normal operating cycle. Based on the nature of services rendered to customers and time elapsed between deployment of resources and the realisation in cash and cash equivalents of the consideration for such services rendered, the Group has considered an operating cycle of 12 months.

The statement of cash flows have been prepared under indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and items of income or expense associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Group are segregated. The Group considers all highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value to be cash equivalents.

The functional currency of the Company and its Indian subsidiaries is the Indian Rupee (₹). The functional currency of foreign subsidiaries is the currency of the primary economic environment in which the entity operates. Foreign currency transactions are recorded at exchange rates prevailing on the date of the transaction. Foreign currency denominated monetary assets and liabilities are retranslated at the exchange rate prevailing on the balance sheet dates and exchange gains and losses arising on settlement and restatement are recognised in the statement of profit and loss. Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not retranslated.

The significant accounting policies used in preparation of the consolidated financial statements have been discussed in the respective notes.

4) Basis of consolidation

The Company consolidates all entities which are controlled by it.

The Company establishes control when; it has power over the entity, is exposed, or has rights, to variable returns from its involvement with the entity and has the ability to affect the entity's returns by using its power over relevant activities of the entity.

Entities controlled by the Company are consolidated from the date control commences until the date control ceases.

The results of subsidiaries acquired, or sold, during the year are consolidated from the effective date of acquisition and up to the effective date of disposal, as appropriate.

The financial statements of the Group companies are consolidated on a line-by-line basis and all inter-company transactions, balances, income and expenses are eliminated in full on consolidation.

Changes in the Company's interests in subsidiaries that do not result in a loss of control are accounted for as equity transactions. The carrying amount of the Company's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair value of the consideration paid or received is recognised directly in equity and attributed to shareholders of the Company.

Assets and liabilities of entities with functional currency other than the functional currency of the Company have been translated using exchange rates prevailing on the balance sheet date. Statement of profit and loss of such entities has been translated using weighted average exchange rates. Translation adjustments have been reported as foreign currency translation reserve in the statement of changes in equity. When a foreign operation is disposed off in its entirety or partially such that control, significant influence or joint control is lost, the cumulative amount of exchange differences related to that foreign operation recognised in OCI is reclassified to statement of profit and loss as part of the gain or loss on disposal.

5) Use of estimates and judgements

The preparation of consolidated financial statements in conformity with the recognition and measurement principles of Ind AS requires management to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of consolidated financial statements and the reported amounts of income and expenses for the periods presented.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods are affected.

The Group uses the following critical accounting estimates in preparation of its consolidated financial statements:

(a) Revenue recognition

Revenue for fixed-price contracts is recognised using percentage-of-completion method. The Group uses judgement to estimate the future cost-to-completion of the contracts which is used to determine degree of completion of the performance obligation.

(b) Useful lives of property, plant and equipment

The Group reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.

(c) Impairment of goodwill

The Group estimates the value-in-use of the cash generating units (CGUs) based on the future cash flows after considering current economic conditions and trends, estimated future operating results and growth rate and anticipated future economic and regulatory conditions. The estimated cash flows are developed using internal forecasts. The discount rates used for the CGUs represent the weighted average cost of capital based on the historical market returns of comparable companies.

(d) Fair value measurement of financial instruments

When the fair value of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the Discounted Cash Flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

(e) Provision for income tax and deferred tax assets

The Group uses estimates and judgements based on the relevant rulings in the areas of allocation of revenue, costs, allowances and disallowances which is exercised while determining the provision for income tax. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. Accordingly, the Group exercises its judgement to reassess the carrying amount of deferred tax assets at the end of each reporting period.

(f) Provisions and contingent liabilities

The Group estimates the provisions that have present obligations as a result of past events and it is probable that outflow of resources will be required to settle the obligations. These provisions are reviewed at the end of each reporting period and are adjusted to reflect the current best estimates.

The Group uses significant judgements to assess contingent liabilities. Contingent liabilities are recognised when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Group or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognised nor disclosed in the consolidated financial statements.

(g) Employee benefits

The accounting of employee benefit plans in the nature of defined benefit requires the Group to use assumptions. These assumptions have been explained under employee benefits note.

(h) Leases

The Group evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgement. The Group uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Group determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Group is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Group is reasonably certain not to exercise that option. In assessing whether the Group is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Group to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Group revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

(i) Impact of COVID-19 (pandemic)

The Group has taken into account all the possible impacts of COVID-19 in preparation of these consolidated financial statements, including but not limited to its assessment of, liquidity and going concern assumption, recoverable values of its financial and non-financial assets, impact on revenue recognition owing to changes in cost budgets of fixed price contracts, impact on leases and impact on effectiveness of its hedges. The Group has carried out this assessment based on available internal and external sources of information upto the date of approval of these consolidated financial statements and believes that the impact of COVID-19 is not material to these consolidated financial statements and expects to recover the carrying amount of its assets. The impact of COVID-19 on the consolidated financial statements may differ from that estimated as at the date of approval of these consolidated financial statements owing to the nature and duration of COVID-19.

6) Recent pronouncements

Ministry of Corporate Affairs ("MCA") notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On March 23, 2022, MCA amended the Companies (Indian Accounting Standards) Amendment Rules, 2022, applicable from April 1, 2022, as below:

Ind AS 103 – Reference to Conceptual Framework

The amendments specify that to qualify for recognition as part of applying the acquisition method, the identifiable assets acquired and liabilities assumed must meet the definitions of assets and liabilities in the Conceptual Framework for Financial Reporting under Indian Accounting Standards (Conceptual Framework) issued by the Institute of Chartered Accountants of India at the acquisition date. These changes do not significantly change the requirements of Ind AS 103. The Group does not expect the amendment to have any significant impact in its financial statements.

Ind AS 16 – Proceeds before intended use

The amendments mainly prohibit an entity from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, an entity will recognise such sales proceeds and related cost in profit or loss. The Group does not expect the amendments to have any impact in its recognition of its property, plant and equipment in its financial statements.

Ind AS 37 – Onerous Contracts - Costs of Fulfilling a Contract

The amendments specify that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts. The amendment is essentially a clarification and the Group does not expect the amendment to have any significant impact in its financial statements.

Ind AS 109 – Annual Improvements to Ind AS (2021)

The amendment clarifies which fees an entity includes when it applies the '10 percent' test of Ind AS 109 in assessing whether to derecognise a financial liability. The Group does not expect the amendment to have any significant impact in its financial statements.

Ind AS 116 – Annual Improvements to Ind AS (2021)

The amendments remove the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives were described in that illustration. The Group does not expect the amendment to have any significant impact in its financial statements.

7) Business combinations

The Group accounts for its business combinations under acquisition method of accounting. Acquisition related costs are recognised in the consolidated statement of profit and loss as incurred. The acquiree's identifiable assets, liabilities and contingent liabilities that meet the condition for recognition are recognised at their fair values at the acquisition date.

Purchase consideration paid in excess of the fair value of net assets acquired is recognised as goodwill. Where the fair value of identifiable assets and liabilities exceed the cost of acquisition, after reassessing the fair values of the net assets and contingent liabilities, the excess is recognised as capital reserve.

The interest of non-controlling shareholders is initially measured either at fair value or at the non-controlling interests' proportionate share of the acquiree's identifiable net assets. The choice of measurement basis is made on an acquisition-by-acquisition basis. Subsequent to acquisition, the carrying amount of non-controlling interests is the amount of those interests at initial recognition plus the non-controlling interests' share of subsequent changes in equity of subsidiaries.

Business combinations arising from transfers of interests in entities that are under common control are accounted at historical cost. The difference between any consideration given and the aggregate historical carrying amounts of assets and liabilities of the acquired entity is recorded in shareholders' equity.

8) Financial assets, financial liabilities and equity instruments

Financial assets and liabilities are recognised when the Group becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value measured on initial recognition of financial asset or financial liability.

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. The Group derecognises financial liabilities when, and only when, the Group's obligations are discharged, cancelled or have expired.

Cash and cash equivalents

The Group considers all highly liquid investments, which are readily convertible into known amounts of cash that are subject to an insignificant risk of change in value to be cash equivalents. Cash and cash equivalents consist of balances with banks which are unrestricted for withdrawal and usage.

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within a business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

The Group has made an irrevocable election to present subsequent changes in the fair value of equity investments not held for trading in other comprehensive income.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless they are measured at amortised cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in statement of profit and loss.

Financial liabilities

Financial liabilities are measured at amortised cost using the effective interest method.

Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the company after deducting all of its liabilities. Equity instruments issued by the Group are recognised at the proceeds received net of direct issue cost.

Derivative accounting

- **Instruments in hedging relationship**

  The Group designates certain foreign exchange forward, currency options and futures contracts as hedge instruments in respect of foreign exchange risks. These hedges are accounted for as cash flow hedges.

  The Group uses hedging instruments that are governed by the policies of the Company and its subsidiaries which are approved by their respective Board of Directors. The policies provide written principles on the use of such financial derivatives consistent with the risk management strategy of the Company and its subsidiaries.

  The hedge instruments are designated and documented as hedges at the inception of the contract. The Group determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The effectiveness of hedge instruments to reduce the risk associated with the exposure being hedged is assessed and measured at inception and on an ongoing basis. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified in net foreign exchange gains in the statement of profit and loss.

The effective portion of change in the fair value of the designated hedging instrument is recognised in the other comprehensive income and accumulated under the heading cash flow hedging reserve.

The Group separates the intrinsic value and time value of an option and designates as hedging instruments only the change in intrinsic value of the option. The change in fair value of the intrinsic value and time value of an option is recognised in the other comprehensive income and accounted as a separate component of equity. Such amounts are reclassified into the statement of profit and loss when the related hedged items affect profit and loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity till that time remains and is recognised in statement of profit and loss when the forecasted transaction ultimately affects profit and loss. Any gain or loss is recognised immediately in the statement of profit and loss when the hedge becomes ineffective.

- **Instruments not in hedging relationship**

  The Group enters into contracts that are effective as hedges from an economic perspective, but they do not qualify for hedge accounting. The change in the fair value of such instrument is recognised in the statement of profit and loss.

Impairment of financial assets (other than at fair value)

The Group assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired. Ind AS 109 requires expected credit losses to be measured through a loss allowance. The Group recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. In determining the allowances for doubtful trade receivables, the Group has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and allowance rates used in the provision matrix. For all other financial assets, expected credit losses are measured at an amount equal to the 12-months expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

(a) **Investments**

Investments consist of the following:

Investments – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Investments designated at fair value through OCI		
Fully paid equity shares (unquoted)		
Mozido LLC	76	73
FCM LLC	57	55
Taj Air Limited	19	19
Philippine Dealing System Holdings Corporation	7	7
Less: Impairment in value of investments	(123)	(116)
Investments carried at amortised cost		
Government bonds and securities (quoted)	187	165
Corporate bonds (quoted)	-	10
	223	**213**

Investments – Non-current includes ₹187 crore and ₹175 crore as at March 31, 2022 and 2021, respectively, pertains to trusts held for specified purposes.

Investments – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Investments carried at fair value through profit or loss		
Mutual fund units (quoted)	1,874	4,904
Investments carried at fair value through OCI		
Government bonds and securities (quoted)	25,667	23,670
Corporate bonds (quoted)	1,242	450
Investments carried at amortised cost		
Certificate of deposits (quoted)	99	-
Corporate bonds (quoted)	10	-
Commercial papers (quoted)	381	136
Treasury bills (quoted)	989	-
	30,262	**29,160**

Investments – Current includes ₹100 crore and ₹166 crore as at March 31, 2022 and 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

Government bonds and securities includes bonds pledged with bank for credit facility and with manager to the buy-back amounting to ₹3,560 crore and ₹1,650 crore as at March 31, 2022 and 2021, respectively.

Aggregate value of quoted and unquoted investments is as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Aggregate value of quoted investments	30,449	29,335
Aggregate value of unquoted investments (net of impairment)	36	38
Aggregate market value of quoted investments	30,455	29,356
Aggregate value of impairment of investments	123	116

Market value of quoted investments carried at amortised cost is as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Government bonds and securities	192	186
Certificate of deposits	99	-
Corporate bonds	10	10
Commercial papers	381	136
Treasury bills	990	-

Equity instruments designated at fair value through OCI are as follows:

(₹ crore)

In Numbers	Currency	Face value per share	Equity instruments designated at fair value through OCI	As at March 31, 2022	As at March 31, 2021
			Fully paid equity shares (unquoted)		
1,00,00,000	USD	1	Mozido LLC	76	73
15	USD	5,00,000	FCM LLC	57	55
1,90,00,000	INR	10	Taj Air Limited	19	19
5,00,000	PHP	100	Philippine Dealing System Holdings Corporation	7	7
			Less: Impairment in value of investments	(123)	(116)
				36	**38**

The movement in fair value of investments carried / designated at fair value through OCI is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**828**	**796**
Net loss arising on revaluation of financial assets carried at fair value	(4)	(2)
Net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	(516)	51
Deferred tax relating to net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	180	(17)
Balance at the end of the year	**488**	**828**

(b) Trade receivables - Billed

Trade receivables - Billed (unsecured) consist of the following:

Trade receivables - Billed – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables - Billed	1,013	787
Less: Allowance for doubtful trade receivables - Billed	(868)	(732)
Considered good	**145**	**55**

Ageing for trade receivables – non-current outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	-	-	12	123	247	615	997
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	-	-	-	-	-	-
Disputed trade receivables – considered good	-	-	-	-	-	16	16
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	-	-
	-	**-**	**12**	**123**	**247**	**631**	**1,013**
Less: Allowance for doubtful trade receivables - Billed							**(868)**
							145
Trade receivables - Unbilled							**55**
							200

Ageing for trade receivables – non-current outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	-	-	16	154	86	515	771
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	-	-	-	-	-	-
Disputed trade receivables – considered good	-	-	-	-	-	16	16
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	-	-
	-	**-**	**16**	**154**	**86**	**531**	**787**
Less: Allowance for doubtful trade receivables - Billed							**(732)**
							55
Trade receivables - Unbilled							**273**
							328

Trade receivables - Billed – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables - Billed	34,253	30,248
Less: Allowance for doubtful trade receivables - Billed	(219)	(244)
Considered good	**34,034**	**30,004**
Trade receivables - Billed	286	388
Less: Allowance for doubtful trade receivables - Billed	(246)	(313)
Credit impaired	**40**	**75**
	34,074	**30,079**

Ageing for trade receivables – current outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	30,102	2,601	582	585	154	205	34,229
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	2	3	7	81	25	152	270
Disputed trade receivables – considered good	-	-	-	-	-	24	24
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	9	-	7	16
	30,104	**2,604**	**589**	**675**	**179**	**388**	**34,539**
Less: Allowance for doubtful trade receivables - Billed							**(465)**
							34,074
Trade receivables - Unbilled							**7,736**
							41,810

Ageing for trade receivables – current outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	24,716	4,149	476	558	74	250	30,223
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	5	97	63	88	128	381
Disputed trade receivables – considered good	-	5	-	-	15	5	25
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	7	7
	24,716	**4,159**	**573**	**621**	**177**	**390**	**30,636**
Less: Allowance for doubtful trade receivables - Billed							**(557)**
							30,079
Trade receivables - Unbilled							**6,583**
							36,662

(c) Cash and cash equivalents

Cash and cash equivalents consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Balances with banks		
In current accounts	2,211	5,266
In deposit accounts	10,277	1,586
Cheques on hand	-*	-*
Cash on hand	-*	1
Remittances in transit	-*	5
	12,488	**6,858**

*Represents value less than ₹0.50 crore.

Balances with banks in current accounts include ₹32 crore and ₹13 crore as at March 31, 2022 and 2021, respectively, pertaining to trusts held for specified purposes.

(d) Other balances with banks

Other balances with banks consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Earmarked balances with banks	226	209
Short-term bank deposits	5,507	2,262
	5,733	**2,471**

Earmarked balances with banks primarily relate to margin money for purchase of investments, margin money for derivative contracts, unclaimed dividends and balance in escrow account for buy-back of equity shares.

(e) Loans

Loans (unsecured) consist of the following:

Loans – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Inter-corporate deposits	303	27
Loans and advances to employees	8	2
	311	**29**

Loans – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Inter-corporate deposits	6,074	11,229
Loans and advances to employees	371	243
Credit impaired		
Loans and advances to employees	23	17
Less: Allowance on loans and advances to employees	(23)	(17)
	6,445	**11,472**

Inter-corporate deposits placed with financial institutions yield fixed interest rate. Inter-corporate deposits include ₹978 crore and ₹952 crore as at March 31, 2022 and 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

(f) Other financial assets

Other financial assets consist of the following:

Other financial assets – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Security deposits	825	837
Earmarked balances with banks	183	3
Long-term bank deposits	1,232	719
Others	13	14
	2,253	**1,573**

Other financial assets – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Security deposits	178	168
Fair value of foreign exchange derivative assets	388	495
Interest receivable	648	615
Others	176	116
	1,390	**1,394**

Interest receivable includes ₹34 crore and ₹40 crore as at March 31, 2022 and 2021, respectively, pertaining to trusts and TCS Foundation held for specified purposes.

(g) Trade payables

Ageing for trade payables outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade payables						
MSME*	-	-	-	-	-	-
Others	1,187	778	22	8	52	2,047
Disputed dues - MSME*	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	32	32
	1,187	**778**	**22**	**8**	**84**	**2,079**
Accrued expenses						**5,966**
						8,045

*MSME as per the Micro, Small and Medium Enterprises Development Act, 2006.

Ageing for trade payables outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade payables						
MSME*	2	-	-	-	-	2
Others	1,320	763	26	15	79	2,203
Disputed dues - MSME*	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	32	32
	1,322	**763**	**26**	**15**	**111**	**2,237**
Accrued expenses						**5,623**
						7,860

*MSME as per the Micro, Small and Medium Enterprises Development Act, 2006.

(h) Other financial liabilities

Other financial liabilities consist of the following:

Other financial liabilities – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Capital creditors	339	-
Others	233	280
	572	**280**

Others include advance taxes paid of ₹226 crore and ₹226 crore as at March 31, 2022 and 2021, respectively, by the seller of TCS e-Serve Limited (merged with the Company) which, on refund by tax authorities, is payable to the seller.

Other financial liabilities – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Accrued payroll	5,572	4,482
Unclaimed dividends	46	50
Fair value of foreign exchange derivative liabilities	128	92
Capital creditors	771	399
Liabilities towards customer contracts	1,034	914
Others	136	213
	7,687	**6,150**

(i) Financial instruments by category

The carrying value of financial instruments by categories as at March 31, 2022 is as follows:

(₹ crore)

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
Financial assets						
Cash and cash equivalents	-	-	-	-	12,488	12,488
Bank deposits	-	-	-	-	6,739	6,739
Earmarked balances with banks	-	-	-	-	409	409
Investments	1,874	26,945	-	-	1,666	30,485
Trade receivables						
Billed	-	-	-	-	34,219	34,219
Unbilled	-	-	-	-	7,791	7,791
Loans	-	-	-	-	6,756	6,756
Other financial assets	-	-	124	264	1,840	2,228
	1,874	**26,945**	**124**	**264**	**71,908**	**1,01,115**
Financial liabilities						
Trade payables	-	-	-	-	8,045	8,045
Lease liabilities	-	-	-	-	7,818	7,818
Other financial liabilities	-	-	22	106	8,131	8,259
	-	**-**	**22**	**106**	**23,994**	**24,122**

Loans include inter-corporate deposits of ₹6,377 crore, with original maturity period within 36 months.

The carrying value of financial instruments by categories as at March 31, 2021 is as follows:

(₹ crore)

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
Financial assets						
Cash and cash equivalents	-	-	-	-	6,858	6,858
Bank deposits	-	-	-	-	2,981	2,981
Earmarked balances with banks	-	-	-	-	212	212
Investments	4,904	24,158	-	-	311	29,373
Trade receivables						
Billed	-	-	-	-	30,134	30,134
Unbilled	-	-	-	-	6,856	6,856
Loans	-	-	-	-	11,501	11,501
Other financial assets	-	-	163	332	1,750	2,245
	4,904	**24,158**	**163**	**332**	**60,603**	**90,160**
Financial liabilities						
Trade payables	-	-	-	-	7,860	7,860
Lease liabilities	-	-	-	-	7,795	7,795
Other financial liabilities	-	-	2	90	6,338	6,430
	-	**-**	**2**	**90**	**21,993**	**22,085**

Loans include inter-corporate deposits of ₹11,256 crore, with original maturity period within 36 months.

Carrying amounts of cash and cash equivalents, trade receivables, loans and trade payables as at March 31, 2022 and 2021, approximate the fair value due to their nature. Carrying amounts of bank deposits, earmarked balances with banks, other financial assets and other financial liabilities which are subsequently measured at amortised cost also approximate the fair value due to their nature in each of the periods presented. Fair value measurement of lease liabilities is not required. Fair value of investments carried at amortised cost is ₹1,672 crore and ₹332 crore as at March 31, 2022 and 2021, respectively.

(j) Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consists of the following three levels:

- Level 1 - Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs are other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 - Inputs are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

The cost of unquoted investments included in Level 3 of fair value hierarchy approximate their fair value because there is a wide range of possible fair value measurements and the cost represents estimate of fair value within that range.

The following table summarises financial assets and liabilities measured at fair value on a recurring basis and financial assets that are not measured at fair value on a recurring basis (but fair value disclosures are required):

(₹ crore)

As at March 31, 2022	Level 1	Level 2	Level 3	Total
Financial assets				
Mutual fund units	1,874	-	-	1,874
Equity shares	-	-	36	36
Government bonds and securities	25,859	-	-	25,859
Certificate of deposits	99	-	-	99
Corporate bonds	1,252	-	-	1,252
Commercial papers	381	-	-	381
Treasury bills	990			990
Fair value of foreign exchange derivative assets	-	388	-	388
	30,455	**388**	**36**	**30,879**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	128	-	128
	-	**128**	**-**	**128**

(₹ crore)

As at March 31, 2021	Level 1	Level 2	Level 3	Total
Financial assets				
Mutual fund units	4,849	-	55	4,904
Equity shares	-	-	38	38
Government bonds and securities	23,856	-	-	23,856
Corporate bonds	460	-	-	460
Commercial papers	136	-	-	136
Fair value of foreign exchange derivative assets	-	495	-	495
	29,301	**495**	**93**	**29,889**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	92	-	92
	-	**92**	**-**	**92**

Reconciliation of Level 3 fair value measurement of financial assets is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**93**	**42**
Additions during the year	-	52
Fair value of investments	-	4
Impairment in value of investments	(4)	(2)
Other adjustments during the year	(55)	-
Translation exchange difference	2	(3)
Balance at the end of the year	**36**	**93**

(k) Derivative financial instruments and hedging activity

The Group's revenue is denominated in various foreign currencies. Given the nature of the business, a large portion of the costs are denominated in Indian Rupee. This exposes the Group to currency fluctuations.

The Board of Directors has constituted a Risk Management Committee (RMC) to frame, implement and monitor the risk management plan of the Group which inter-alia covers risks arising out of exposure to foreign currency fluctuations. Under the guidance and framework provided by the RMC, the Group uses various derivative instruments such as foreign exchange forward, currency options and futures contracts in which the counter party is generally a bank.

The following are outstanding currency options contracts, which have been designated as cash flow hedges:

Foreign currency	As at March 31, 2022			As at March 31, 2021		
	No. of contracts	Notional amount of contracts (In million)	Fair value (₹ crore)	No. of contracts	Notional amount of contracts (In million)	Fair value (₹ crore)
US Dollar	63	1,635	44	63	1,615	51
Great Britain Pound	41	338	55	64	330	14
Euro	53	382	25	60	346	78
Australian Dollar	30	202	(21)	38	206	16
Canadian Dollar	25	137	(1)	23	114	2

The movement in cash flow hedging reserve for derivatives designated as cash flow hedges is as follows:

(₹ crore)

	Year ended March 31, 2022		Year ended March 31, 2021	
	Intrinsic value	Time value	Intrinsic value	Time value
Balance at the beginning of the year	**56**	**(27)**	**45**	**(68)**
(Gain) / loss transferred to profit and loss on occurrence of forecasted hedge transactions	(636)	525	(341)	530
Deferred tax on (gain) / loss transferred to profit and loss on occurrence of forecasted hedge transactions	139	(122)	73	(125)
Change in the fair value of effective portion of cash flow hedges	599	(559)	355	(477)
Deferred tax on change in the fair value of effective portion of cash flow hedges	(131)	130	(76)	113
Balance at the end of the year	**27**	**(53)**	**56**	**(27)**

The Group has entered into derivative instruments not in hedging relationship by way of foreign exchange forward, currency options and futures contracts. As at March 31, 2022 and 2021, the notional amount of outstanding contracts aggregated to ₹46,392 crore and ₹37,615 crore, respectively, and the respective fair value of these contracts have a net gain of ₹158 crore and ₹242 crore.

Exchange gain of ₹645 crore and ₹490 crore on foreign exchange forward, currency options and futures contracts that do not qualify for hedge accounting have been recognised in the consolidated statement of profit and loss for the years ended March 31, 2022 and 2021, respectively.

Net foreign exchange gain include gain of ₹111 crore and loss of ₹189 crore transferred from cash flow hedging reserve for the years ended March 31, 2022 and 2021, respectively.

Net loss on derivative instruments of ₹26 crore recognised in cash flow hedging reserve as at March 31, 2022, is expected to be transferred to the statement of profit and loss by March 31, 2023. The maximum period over which the exposure to cash flow variability has been hedged is through calendar year 2022.

Following table summarises approximate gain / (loss) on Group's other comprehensive income on account of appreciation / depreciation of the underlying foreign currencies:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
10% Appreciation of the underlying foreign currencies	(387)	(306)
10% Depreciation of the underlying foreign currencies	2,034	1,906

(I) Financial risk management

The Group is exposed primarily to fluctuations in foreign currency exchange rates, credit, liquidity and interest rate risks, which may adversely impact the fair value of its financial instruments. The Group has a risk management policy which covers risks associated with the financial assets and liabilities. The risk management policy is approved by the Board of Directors. The focus of the risk management committee is to assess the unpredictability of the financial environment and to mitigate potential adverse effects on the financial performance of the Group.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Such changes in the values of financial instruments may result from changes in the foreign currency exchange rates, interest rates, credit, liquidity and other market changes. The Group's exposure to market risk is primarily on account of foreign currency exchange rate risk.

- **Foreign currency exchange rate risk**

  The fluctuation in foreign currency exchange rates may have potential impact on the consolidated statement of profit and loss and other comprehensive income and equity, where any transaction references more than one currency or where assets / liabilities are denominated in a currency other than the functional currency of the respective entities. Considering the countries and economic environment in which the Group operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries.

  The Group, as per its risk management policy, uses derivative instruments primarily to hedge foreign exchange. Further, any movement in the functional currencies of the various operations of the Group against major foreign currencies may impact the Group's revenue in international business.

The Group evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in line with its risk management policies.

The foreign exchange rate sensitivity is calculated by aggregation of the net foreign exchange rate exposure and a simultaneous parallel foreign exchange rates shift of all the currencies by 10% against the respective functional currencies of Tata Consultancy Services Limited and its subsidiaries.

The following analysis has been worked out based on the net exposures for each of the subsidiaries and Tata Consultancy Services Limited as of the date of balance sheet which could affect the statement of profit and loss and other comprehensive income and equity. Further the exposure as indicated below is mitigated by some of the derivative contracts entered into by the Group as disclosed in note 8(k).

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2022:

(₹ crore)

	USD	EUR	GBP	Others
Net financial assets	2,900	165	84	1,234
Net financial liabilities	(8,589)	(437)	(1,290)	(421)

10% appreciation / depreciation of the respective functional currency of Tata Consultancy Services Limited and its subsidiaries with respect to various foreign currencies would result in increase / decrease in the Group's profit before taxes by approximately ₹635 crore for the year ended March 31, 2022.

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2021:

(₹ crore)

	USD	EUR	GBP	Others
Net financial assets	3,194	155	101	1,129
Net financial liabilities	(41)	(573)	(354)	(411)

10% appreciation / depreciation of the respective functional currency of Tata Consultancy Services Limited and its subsidiaries with respect to various foreign currencies would result in increase / decrease in the Group's profit before taxes by approximately ₹320 crore for the year ended March 31, 2021.

- **Interest rate risk**

  The Group's investments are primarily in fixed rate interest bearing investments. Hence, the Group is not significantly exposed to interest rate risk.

Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration of risks. Credit risk is controlled by analysing credit limits and creditworthiness of customers on a continuous basis to whom the credit has been granted after obtaining necessary approvals for credit.

Financial instruments that are subject to concentrations of credit risk principally consist of trade receivables, loans, investments, derivative financial instruments, cash and cash equivalents, bank deposits and other financial assets. Inter-corporate deposits of ₹6,377 crore are with a financial institution having a high credit-rating assigned by credit-rating agencies. Bank deposits include an amount of ₹6,727 crore held with four Indian banks having high credit rating which are individually in excess of 10% or more of the Group's total bank deposits as at March 31, 2022. None of the other financial instruments of the Group result in material concentration of credit risk.

- **Exposure to credit risk**

  The carrying amount of financial assets and contract assets represents the maximum credit exposure. The maximum exposure to credit risk was ₹1,05,498 crore and ₹94,201 crore as at March 31, 2022 and 2021, respectively, being the total of the carrying amount of balances with banks, bank deposits, investments, trade receivables, loan, contract assets and other financial assets.

  The Group's exposure to customers is diversified and no single customer contributes to more than 10% of outstanding trade receivables and contract assets as at March 31, 2022 and 2021.

- **Geographic concentration of credit risk**

  Geographic concentration of trade receivables (gross and net of allowances) and contract assets is as follows:

	As at March 31, 2022		As at March 31, 2021	
	Gross%	Net%	Gross%	Net%
United States of America	43.79	44.69	41.08	41.83
India	15.51	13.83	20.31	18.79
United Kingdom	16.47	16.86	16.37	16.75

  Geographical concentration of trade receivables and contract assets is allocated based on the location of the customers.

  The allowance for lifetime expected credit loss on trade receivables for the years ended March 31, 2022 and 2021, was ₹123 crore and ₹190 crore respectively. The reconciliation of allowance for doubtful trade receivables is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**1,289**	**1,137**
Change during the year	123	190
Bad debts written off	(83)	(34)
Translation exchange difference	4	(4)
Balance at the end of the year	**1,333**	**1,289**

Liquidity risk

Liquidity risk refers to the risk that the Group cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements. The Group consistently generated sufficient cash flows from operations to meet its financial obligations including lease liabilities as and when they fall due.

The tables below provide details regarding the contractual maturities of significant financial liabilities as at:

(₹ crore)

March 31, 2022	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
Non-derivative financial liabilities					
Trade payables	8,045	-	-	-	8,045
Lease liabilities	1,850	1,618	3,201	3,150	9,819
Other financial liabilities	7,582	343	231	5	8,161
	17,477	**1,961**	**3,432**	**3,155**	**26,025**
Derivative financial liabilities	128	-	-	-	128
	17,605	**1,961**	**3,432**	**3,155**	**26,153**

(₹ crore)

March 31, 2021	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
Non-derivative financial liabilities					
Trade payables	7,860	-	-	-	7,860
Lease liabilities	1,742	1,601	3,325	3,509	10,177
Other financial liabilities	6,058	50	230	-	6,338
	15,660	**1,651**	**3,555**	**3,509**	**24,375**
Derivative financial liabilities	92	-	-	-	92
	15,752	**1,651**	**3,555**	**3,509**	**24,467**

(m) Equity instruments

The authorised, issued, subscribed and fully paid up share capital consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Authorised		
460,05,00,000 equity shares of ₹1 each (March 31, 2021: 460,05,00,000 equity shares of ₹1 each)	460	460
105,02,50,000 preference shares of ₹1 each (March 31, 2021: 105,02,50,000 preference shares of ₹1 each)	105	105
	565	**565**
Issued, Subscribed and Fully paid up		
365,90,51,373 equity shares of ₹1 each (March 31, 2021: 369,90,51,373 equity shares of ₹1 each)	366	370
	366	**370**

The Company's objective for capital management is to maximise shareholder value, safeguard business continuity and support the growth of the Company. The Company determines the capital requirement based on annual operating plans and long-term and other strategic investment plans. The funding requirements are met through equity and operating cash flows generated. The Company is not subject to any externally imposed capital requirements.

The Board of Directors at its meeting held on January 12, 2022, approved a proposal to buy-back upto 4,00,00,000 equity shares of the Company for an aggregate amount not exceeding ₹18,000 crore, being 1.08% of the total paid up equity share capital at ₹4,500 per equity share. The shareholders approved the same on February 12, 2022, by way of a special resolution through postal ballot. A Letter of Offer was made to all eligible shareholders. The Company bought back 4,00,00,000 equity shares out of the shares that were tendered by eligible shareholders and extinguished the equity shares on March 29, 2022. Capital redemption reserve was created to the extent of share capital extinguished (₹4 crore). The excess cost of buy-back of ₹18,049 crore (including ₹49 crore towards transaction cost of buy-back) over par value of shares and corresponding tax on buy-back of ₹4,192 crore were offset from retained earnings.

I. Reconciliation of number of shares

	As at March 31, 2022		As at March 31, 2021	
	Number of shares	Amount (₹ crore)	Number of shares	Amount (₹ crore)
Equity shares				
Opening balance	**369,90,51,373**	**370**	**375,23,84,706**	**375**
Shares extinguished on buy-back	(4,00,00,000)	(4)	(5,33,33,333)	(5)
Closing balance	**365,90,51,373**	**366**	**369,90,51,373**	**370**

II. Rights, preferences and restrictions attached to shares

The Company has one class of equity shares having a par value of ₹1 each. Each shareholder is eligible for one vote per share held and carry a right to dividend. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

III. Shares held by Holding company, its Subsidiaries and Associates

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Equity shares		
Holding company		
264,43,17,117 equity shares (March 31, 2021: 266,91,25,829 equity shares) are held by Tata Sons Private Limited	264	267
Subsidiaries and Associates of Holding company		
7,220 equity shares (March 31, 2021: 7,220 equity shares) are held by Tata Industries Limited*	-	-
10,14,172 equity shares (March 31, 2021: 10,23,685 equity shares) are held by Tata Investment Corporation Limited*	-	-
46,798 equity shares (March 31, 2021: 46,798 equity shares) are held by Tata Steel Limited*	-	-
766 equity shares (March 31, 2021: 766 equity shares) are held by The Tata Power Company Limited*	-	-
	264	**267**

*Equity shares having value less than ₹0.50 crore.

IV. Details of shares held by shareholders holding more than 5% of the aggregate shares in the Company

	As at March 31, 2022	As at March 31, 2021
Equity shares		
Tata Sons Private Limited, the holding company	264,43,17,117	266,91,25,829
% of shareholding	72.27%	72.16%

V. Equity shares movement during 5 years preceding March 31, 2022

- **Equity shares issued as bonus**

  The Company allotted 191,42,87,591 equity shares as fully paid up bonus shares by capitalisation of profits transferred from retained earnings amounting to ₹86 crore and capital redemption reserve amounting to ₹106 crore in the quarter ended June 30, 2018, pursuant to an ordinary resolution passed after taking the consent of shareholders through postal ballot.

- **Equity shares extinguished on buy-back**

  The Company bought back 4,00,00,000 equity shares for an aggregate amount of ₹18,000 crore being 1.08% of the total paid up equity share capital at ₹4,500 per equity share. The equity shares bought back were extinguished on March 29, 2022.

  The Company bought back 5,33,33,333 equity shares for an aggregate amount of ₹16,000 crore being 1.42% of the total paid up equity share capital at ₹3,000 per equity share. The equity shares bought back were extinguished on January 6, 2021.

The Company bought back 7,61,90,476 equity shares for an aggregate amount of ₹16,000 crore being 1.99% of the total paid up equity share capital at ₹2,100 per equity share. The equity shares bought back were extinguished on September 26, 2018.

The Company bought back 5,61,40,350 equity shares for an aggregate amount of ₹16,000 crore being 2.85% of the total paid up equity share capital at ₹2,850 per equity share. The equity shares bought back were extinguished on June 7, 2017.

VI. Disclosure of Shareholding of Promoters

Disclosure of shareholding of promoters as at March 31, 2022 is as follows:

Promoter name	Shares held by promoters				% Change during the year
	As at March 31, 2022		As at March 31, 2021		
	No. of shares	% of total shares	No. of shares	% of total shares	
Tata Sons Private Limited	264,43,17,117	72.27%	266,91,25,829	72.16%	0.11%
Total	**264,43,17,117**	**72.27%**	**266,91,25,829**	**72.16%**	**0.11%**

Disclosure of shareholding of promoters as at March 31, 2021 is as follows:

Promoter name	Shares held by promoters				% Change during the year
	As at March 31, 2021		As at March 31, 2020		
	No. of shares	% of total shares	No. of shares	% of total shares	
Tata Sons Private Limited	266,91,25,829	72.16%	270,24,50,947	72.02%	0.14%
Total	**266,91,25,829**	**72.16%**	**270,24,50,947**	**72.02%**	**0.14%**

9) Leases

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Group as a lessee

The Group accounts for each lease component within the contract as a lease separately from non-lease components of the contract and allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components.

The Group recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use asset is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. Right-of-use assets are tested for impairment whenever there is any indication that their carrying amounts may not be recoverable. Impairment loss, if any, is recognised in the statement of profit and loss.

The Group measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Group uses incremental borrowing rate. For leases with reasonably similar characteristics, the Group, on a lease-by-lease basis, may adopt either the incremental borrowing rate specific to the lease or the incremental borrowing rate for the portfolio as a whole. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Group is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The Group recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Group recognises any remaining amount of the re-measurement in statement of profit and loss.

The Group has elected not to apply the requirements of Ind AS 116 Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Group as a lessor

At the inception of the lease the Group classifies each of its leases as either an operating lease or a finance lease. The Group recognises lease payments received under operating leases as income on a straight-line basis over the lease term. In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. When the Group is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Group applies Ind AS 115 Revenue from contracts with customers to allocate the consideration in the contract.

The details of the right-of-use assets held by the Group is as follows:

(₹ crore)

	Additions for the year ended March 31, 2022	Net carrying amount as at March 31, 2022
Leasehold land	100	774
Buildings	1,357	6,586
Leasehold improvement	-	23
Computer equipment	4	81
Software licences	145	133
Vehicles	16	32
Office equipment	2	7
	1,624	**7,636**

(₹ crore)

	Additions for the year ended March 31, 2021	Net carrying amount as at March 31, 2021
Leasehold land	-	682
Buildings	1,226	6,758
Leasehold improvement	6	26
Computer equipment	102	101
Software licences	26	25
Vehicles	30	32
Office equipment	1	9
	1,391	**7,633**

Depreciation on right-of-use assets is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Leasehold land	9	8
Buildings	1,465	1,453
Leasehold improvement	6	8
Computer equipment	23	12
Software licences	38	1
Vehicles	16	14
Office equipment	3	4
	1,560	**1,500**

Interest on lease liabilities is ₹519 crore and ₹523 crore for the years ended March 31, 2022 and 2021, respectively.

The Group incurred ₹277 crore and ₹352 crore for the years ended March 31, 2022 and 2021, respectively, towards expenses relating to short-term leases and leases of low-value assets.

The total cash outflow for leases is ₹2,228 crore and ₹2,312 crore for the years ended March 31, 2022 and 2021, respectively, including cash outflow for short term and low value leases.

The Group has lease term extension options that are not reflected in the measurement of lease liabilities. The present value of future cash outflows for such extension periods is ₹773 crore and ₹708 crore as at March 31, 2022 and 2021, respectively.

Lease contracts entered by the Group majorly pertains for buildings taken on lease to conduct its business in the ordinary course. The Group does not have any lease restrictions and commitment towards variable rent as per the contract.

10) Non-financial assets and non-financial liabilities

(a) Property, plant and equipment

Property, plant and equipment are stated at cost comprising of purchase price and any initial directly attributable cost of bringing the asset to its working condition for its intended use, less accumulated depreciation (other than freehold land) and impairment loss, if any.

Depreciation is provided for property, plant and equipment on a straight-line basis so as to expense the cost less residual value over their estimated useful lives based on a technical evaluation. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

The estimated useful lives are as mentioned below:

Type of asset	Useful lives
Buildings	20 years
Leasehold improvements	Lease term
Plant and equipment	10 years
Computer equipment	4 years
Vehicles	4 years
Office equipment	2-5 years
Electrical installations	4-10 years
Furniture and fixtures	5 years

Depreciation is not recorded on capital work-in-progress until construction and installation are complete and the asset is ready for its intended use.

Property, plant and equipment with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in the statement of profit and loss.

Property, plant and equipment consist of the following:

(₹ crore)

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Computer equipment	Vehicles	Office equipment	Electrical installations	Furniture and fixtures	Total
Cost as at April 1, 2021	**351**	**7,777**	**2,502**	**737**	**10,734**	**40**	**2,574**	**2,058**	**1,885**	**28,658**
Additions	-	51	108	35	1,868	-	187	41	55	2,345
Disposals	-	(2)	(53)	(1)	(515)	(1)	(75)	(44)	(42)	(733)
Translation exchange difference	1	3	12	(1)	-	-	-	7	8	30
Cost as at March 31, 2022	**352**	**7,829**	**2,569**	**770**	**12,087**	**39**	**2,686**	**2,062**	**1,906**	**30,300**
Accumulated depreciation as at April 1, 2021	**-**	**(2,947)**	**(1,575)**	**(302)**	**(7,531)**	**(33)**	**(2,199)**	**(1,393)**	**(1,568)**	**(17,548)**
Depreciation	-	(396)	(205)	(76)	(1,547)	(3)	(191)	(149)	(122)	(2,689)
Disposals	-	2	52	-	510	1	75	43	42	725
Translation exchange difference	-	(2)	(8)	1	5	-	-	(4)	(6)	(14)
Accumulated depreciation as at March 31, 2022	**-**	**(3,343)**	**(1,736)**	**(377)**	**(8,563)**	**(35)**	**(2,315)**	**(1,503)**	**(1,654)**	**(19,526)**
Net carrying amount as at March 31, 2022	**352**	**4,486**	**833**	**393**	**3,524**	**4**	**371**	**559**	**252**	**10,774**
Capital work-in-progress*										1,205
Total										**11,979**

*₹2,345 crore has been capitalised and transferred to property, plant and equipment during the year ended March 31, 2022.

(₹ crore)

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Computer equipment	Vehicles	Office equipment	Electrical installations	Furniture and fixtures	Total
Cost as at April 1, 2020	**347**	**7,719**	**2,427**	**681**	**8,794**	**42**	**2,509**	**2,039**	**1,886**	**26,444**
Additions	5	71	142	53	2,047	3	137	46	61	2,565
Disposals	-	(11)	(72)	(1)	(180)	(5)	(80)	(29)	(63)	(441)
Translation exchange difference	(1)	(2)	5	4	73	-	8	2	1	90
Cost as at March 31, 2021	**351**	**7,777**	**2,502**	**737**	**10,734**	**40**	**2,574**	**2,058**	**1,885**	**28,658**
Accumulated depreciation as at April 1, 2020	**-**	**(2,563)**	**(1,441)**	**(228)**	**(6,414)**	**(34)**	**(2,068)**	**(1,266)**	**(1,489)**	**(15,503)**
Depreciation	-	(393)	(199)	(72)	(1,246)	(4)	(204)	(152)	(137)	(2,407)
Disposals	-	8	68	1	168	5	79	26	62	417
Translation exchange difference	-	1	(3)	(3)	(39)	-	(6)	(1)	(4)	(55)
Accumulated depreciation as at March 31, 2021	**-**	**(2,947)**	**(1,575)**	**(302)**	**(7,531)**	**(33)**	**(2,199)**	**(1,393)**	**(1,568)**	**(17,548)**
Net carrying amount as at March 31, 2021	**351**	**4,830**	**927**	**435**	**3,203**	**7**	**375**	**665**	**317**	**11,110**
Capital work-in-progress*										926
Total										**12,036**

*₹2,565 crore has been capitalised and transferred to property, plant and equipment during the year ended March 31, 2021.

Capital work-in-progress

- **Capital work-in-progress ageing**

  Ageing for capital work-in-progress as at March 31, 2022 is as follows:

(₹ crore)

Capital work-in-progress	Amount in Capital work-in-progress for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	691	102	39	373	1,205
	691	**102**	**39**	**373**	**1,205**

Ageing for capital work-in-progress as at March 31, 2021 is as follows:

(₹ crore)

Capital work-in-progress	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	486	62	41	337	926
	486	**62**	**41**	**337**	**926**

- Project execution plans are modulated basis capacity requirement assessment on an annual basis and all the projects are executed as per rolling annual plan.

(b) Goodwill

Goodwill represents the cost of acquired business as established at the date of acquisition of the business in excess of the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities less accumulated impairment losses, if any. Goodwill is tested for impairment annually or when events or circumstances indicate that the implied fair value of goodwill is less than its carrying amount.

CGUs to which goodwill has been allocated are tested for impairment annually, or more frequently when there is indication for impairment. The financial projections basis which the future cash flows have been estimated consider the increase in economic uncertainties due to COVID-19, reassessment of the discount rates, revisiting the growth rates factored while arriving at terminal value and subjecting these variables to sensitivity analysis. If the recoverable amount of a CGU is less than its carrying amount, the impairment loss is allocated first to reduce the carrying amount of any goodwill allocated to the unit and then to the other assets of the unit pro-rata on the basis of the carrying amount of each asset in the unit.

Goodwill consists of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Balance at the beginning of the year	**1,798**	**1,710**
Translation exchange difference	(11)	88
Balance at the end of the year	**1,787**	**1,798**

Goodwill of ₹646 crore and ₹660 crore as at March 31, 2022 and 2021, respectively, has been allocated to the TCS business in France. The estimated value-in-use of this CGU is based on the future cash flows using a 1.50% annual growth rate for periods subsequent to the forecast period of 5 years and discount rate of 9.30%. An analysis of the sensitivity of the computation to a change in key parameters (operating margin, discount rates and long term average growth rate), based on reasonable assumptions, did not identify any probable scenario in which the recoverable amount of the CGU would decrease below its carrying amount.

The remaining amount of goodwill of ₹1,141 crore and ₹1,138 crore as at March 31, 2022 and 2021, respectively, (relating to different CGUs individually immaterial) has been evaluated based on the cash flow forecasts of the related CGUs and the recoverable amounts of these CGUs exceeded their carrying amounts.

(c) Other intangible assets

Intangible assets purchased including acquired in business combination, are measured at cost as at the date of acquisition, as applicable, less accumulated amortisation and accumulated impairment, if any.

Intangible assets consist of rights under licensing agreement and software licences and customer-related intangibles.

Following table summarises the nature of intangibles and their estimated useful lives:

Type of asset	Useful lives
Rights under licensing agreement and software licences	Lower of licence period and 2-5 years
Customer-related intangibles	3 years

Intangible assets are amortised on a straight-line basis over the period of its economic useful life.

Intangible assets with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in the statement of profit and loss.

Intangible assets consist of the following:

(₹ crore)

	Rights under licensing agreement and software licences	Customer-related intangibles	Total
Cost as at April 1, 2021	**740**	**122**	**862**
Additions	1,002	-	1,002
Disposals / Derecognised	(42)	-	(42)
Translation exchange difference	(3)	(1)	(4)
Cost as at March 31, 2022	**1,697**	**121**	**1,818**
Accumulated amortisation as at April 1, 2021	**(265)**	**(117)**	**(382)**
Amortisation	(349)	(6)	(355)
Disposals / Derecognised	16	-	16
Translation exchange difference	2	2	4
Accumulated amortisation as at March 31, 2022	**(596)**	**(121)**	**(717)**
Net carrying amount as at March 31, 2022	**1,101**	**-**	**1,101**

(₹ crore)

	Rights under licensing agreement and software licences	Customer-related intangibles	Total
Cost as at April 1, 2020	**448**	**120**	**568**
Additions	356	-	356
Disposals / Derecognised	(64)	-	(64)
Translation exchange difference	-	2	2
Cost as at March 31, 2021	**740**	**122**	**862**
Accumulated amortisation as at April 1, 2020	**(180)**	**(105)**	**(285)**
Disposals / Derecognised	(149)	(9)	(158)
Amortisation	64	-	64
Translation exchange difference	-	(3)	(3)
Accumulated amortisation as at March 31, 2021	**(265)**	**(117)**	**(382)**
Net carrying amount as at March 31, 2021	**475**	**5**	**480**

The estimated amortisation for the years subsequent to March 31, 2022 is as follows:

(₹ crore)

Year ending March 31,	Amortisation expense
2023	463
2024	403
2025	214
2026	22
	1,101

(d) Other assets

Other assets consist of the following:

Other assets – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Capital advances	78	66
Advances to related parties	23	33
Contract assets	171	250
Prepaid expenses	1,291	621
Contract fulfillment costs	150	228
Others	310	415
	2,023	**1,613**
Advances to related parties, considered good, comprise:		
Voltas Limited	-*	2
Tata Realty and Infrastructure Ltd	-*	-*
Tata Projects Limited	23	30
Titan Engineering and Automation Limited	-*	-*

*Represents value less than ₹0.50 crore.

Other assets – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Advance to suppliers	202	157
Advance to related parties	8	10
Contract assets	4,248	3,830
Prepaid expenses	2,994	4,651
Prepaid rent	18	28
Contract fulfillment costs	1,074	796
Indirect taxes recoverable	1,310	1,491
Others	297	273
Considered doubtful		
Advance to suppliers	2	3
Other advances	4	1
Less: Allowance on doubtful assets	(6)	(4)
	10,151	**11,236**
Advance to related parties, considered good comprise:		
The Titan Company Limited	-	2
Tata AIG General Insurance Company Limited	1	1
Tata Sons Private Limited	7	7

Non-current – Others includes advance of ₹271 crore and ₹369 crore towards acquiring right-of-use of leasehold land as at March 31, 2022 and 2021, respectively.

Contract fulfillment costs of ₹809 crore and ₹568 crore for the years ended March 31, 2022 and 2021, respectively, have been amortised in the consolidated statement of profit and loss. Refer note 12 for changes in contract assets.

(e) Inventories

Inventories consists of a) Raw materials, sub-assemblies and components, b) Work-in-progress, c) Stores and spare parts and d) Finished goods. Inventories are carried at lower of cost and net realisable value. The cost of raw materials, sub-assemblies and components is determined on a weighted average basis. Cost of finished goods produced or purchased by the Group includes direct material and labour cost and a proportion of manufacturing overheads.

Inventories consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Raw materials, sub-assemblies and components	17	8
Finished goods and work-in-progress	3	-*
	20	**8**

*Represents value less than ₹0.50 crore.

(f) Other liabilities

Other liabilities consist of the following:

Other liabilities – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Advance received from customers	468	312
Indirect taxes payable and other statutory liabilities	3,632	3,726
Tax liability on buy-back of equity shares*	4,192	-
Others	100	30
	8,392	**4,068**

*Refer note 8(m).

(g) Provisions

Provisions consist of the following:

Provisions – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Provision towards legal claim (Refer note 20)	1,249	1,211
Provision for foreseeable loss	131	150
Other provisions	31	33
	1,411	**1,394**

11) Other equity

Other equity consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Capital reserve	**75**	**75**
Capital redemption reserve		
Opening balance	**436**	**431**
Transfer from retained earnings	4	5
	440	**436**
General reserve		
Opening balance	**27**	**27**
Transfer to retained earnings	(27)	-
	-	**27**
Special Economic Zone re-investment reserve		
Opening balance	**2,538**	**1,594**
Transfer from retained earnings	9,407	5,058
Transfer to retained earnings	(4,658)	(4,114)
	7,287	**2,538**
Retained earnings		
Opening balance	**79,586**	**78,810**
Profit for the year	38,327	32,430

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Remeasurement of defined employee benefit plans	280	(71)
Expenses for buy-back of equity shares[1]	(49)	(31)
Tax on buy-back of equity shares[1]	(4,192)	(3,726)
Buy-back of equity shares[1]	(17,996)	(15,995)
Transfer from Special Economic Zone re-investment reserve	4,658	4,114
Transfer from general reserve	27	-
	1,00,641	95,531
Less: Appropriations		
Dividend on equity shares	13,317	10,850
Transfer to capital redemption reserve[1]	4	5
Transfer to Special Economic Zone re-investment reserve	9,407	5,058
Transfer to / (from) statutory reserve	(245)	32
	78,158	**79,586**
Statutory reserve		
Opening balance	**407**	**375**
Transfer (to) / from retained earnings	(245)	32
	162	**407**

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Investment revaluation reserve		
Opening balance	**828**	**796**
Change during the year (net)	(340)	32
	488	**828**
Cash flow hedging reserve (Refer note 8(k))		
Opening balance	**29**	**(23)**
Change during the year (net)	(55)	52
	(26)	**29**
Foreign currency translation reserve		
Opening balance	**2,137**	**1,666**
Change during the year (net)	52	471
	2,189	**2,137**
	88,773	**86,063**

[1]Refer note 8(m).

12) Revenue recognition

The Group earns revenue primarily from providing IT services, consulting and business solutions. The Group offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions.

Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the

Group expects to receive in exchange for those products or services.

- Revenue from time and material and job contracts is recognised on output basis measured by units delivered, efforts expended, number of transactions processed, etc.
- Revenue related to fixed price maintenance and support services contracts where the Group is standing ready to provide services is recognised based on time elapsed mode and revenue is straight lined over the period of performance.
- In respect of other fixed-price contracts, revenue is recognised using percentage-of-completion method ('POC method') of accounting with contract costs incurred determining the degree of completion of the performance obligation. The contract costs used in computing the revenues include cost of fulfilling warranty obligations.
- Revenue from the sale of distinct internally developed software and manufactured systems and third party software is recognised upfront at the point in time when the system / software is delivered to the customer. In cases where implementation and / or customisation services rendered significantly modifies or customises the software, these services and software are accounted for as a single performance obligation and revenue is recognised over time on a POC method.
- Revenue from the sale of distinct third party hardware is recognised at the point in time when control is transferred to the customer.
- The solutions offered by the Group may include supply of third-party equipment or software. In such cases, revenue for supply of such third party products are recorded at gross or net basis depending on whether the Group is acting as the principal or as an agent of the customer. The Group recognises revenue in the gross amount of consideration when it is acting as a principal and at net amount of consideration when it is acting as an agent.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, service level credits, performance bonuses, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

The Group's contracts with customers could include promises to transfer multiple products and services to a customer. The Group assesses the products / services promised in a contract and identifies distinct performance obligations in the contract. Identification of distinct performance obligation involves judgement to determine the deliverables and the ability of the customer to benefit independently from such deliverables.

Judgement is also required to determine the transaction price for the contract and to ascribe the transaction price to each distinct performance obligation. The transaction price could be either a fixed amount of customer consideration or variable consideration with elements such as volume discounts, service level credits, performance bonuses, price concessions and incentives. The transaction price is also adjusted for the effects of the time value of money if the contract includes a significant financing component. Any consideration payable to the customer is adjusted to the transaction price, unless it is a payment for a distinct product or service from the customer. The estimated amount of variable consideration is adjusted in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur and is reassessed at the end of each reporting period. The Group allocates the elements of variable considerations to all the performance obligations of the contract unless there is observable evidence that they pertain to one or more distinct performance obligations.

The Group exercises judgement in determining whether the performance obligation is satisfied at a point in time or over a period of time. The Group considers indicators such as how customer consumes benefits as services are rendered or who controls the asset as it is being created or existence of enforceable right to payment for performance to date and alternate use of such product or service, transfer of significant risks and rewards to the customer, acceptance of delivery by the customer, etc.

Contract fulfilment costs are generally expensed as incurred except for certain software licence costs which meet the criteria for capitalisation. Such costs are amortised over the contractual period or useful life of licence, whichever is less. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recovered.

Contract assets are recognised when there are excess of revenues earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

Unearned and deferred revenue ("contract liability") is recognised when there are billings in excess of revenues.

The billing schedules agreed with customers include periodic performance based payments and / or milestone based progress payments. Invoices are payable within contractually agreed credit period.

In accordance with Ind AS 37, the Group recognises an onerous contract provision when the unavoidable costs of meeting the obligations under a contract exceed the economic benefits to be received.

Contracts are subject to modification to account for changes in contract specification and requirements. The Group reviews modification to contract in conjunction with the original contract, basis which the transaction price could be allocated to a new performance obligation, or transaction price of an existing obligation could undergo a change. In the event transaction price is revised for existing obligation, a cumulative adjustment is accounted for.

The Group disaggregates revenue from contracts with customers by nature of services, industry verticals and geography.

Revenue disaggregation by nature of services is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Consultancy services	1,90,289	1,62,508
Sale of equipment and software licences	1,465	1,669
	1,91,754	**1,64,177**

Revenue disaggregation by industry vertical and geography has been included in segment information (Refer note 19).

While disclosing the aggregate amount of transaction price yet to be recognised as revenue towards unsatisfied (or partially satisfied) performance obligations, along with the broad time band for the expected time to recognise those revenues, the Group has applied the practical expedient in Ind AS 115.

Accordingly, the Group has not disclosed the aggregate transaction price allocated to unsatisfied (or partially satisfied) performance obligations which pertain to contracts where revenue recognised corresponds to the value transferred to customer typically involving time and material, outcome based and event based contracts.

Unsatisfied (or partially satisfied) performance obligations are subject to variability due to several factors such as terminations, changes in scope of contracts, periodic revalidations of the estimates, economic factors (changes in currency rates, tax laws etc). The aggregate value of transaction price allocated to unsatisfied (or partially satisfied) performance obligations is ₹1,13,868 crore out of which 56.54% is expected to be recognised as revenue in the next year and the balance thereafter. No consideration from contracts with customers is excluded from the amount mentioned above.

Changes in contract assets are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**4,080**	**4,489**
Invoices raised that were included in the contract assets balance at the beginning of the year	(3,150)	(3,496)
Increase due to revenue recognised during the year, excluding amounts billed during the year	3,457	2,985
Translation exchange difference	32	102
Balance at the end of the year	**4,419**	**4,080**

Changes in unearned and deferred revenue are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**4,847**	**3,612**
Revenue recognised that was included in the unearned and deferred revenue balance at the beginning of the year	(3,251)	(3,010)
Increase due to invoicing during the year, excluding amounts recognised as revenue during the year	3,094	4,182
Translation exchange difference	55	63
Balance at the end of the year	**4,745**	**4,847**

Reconciliation of revenue recognised with the contracted price is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Contracted price	1,94,777	1,66,917
Reductions towards variable consideration components	(3,023)	(2,740)
Revenue recognised	**1,91,754**	**1,64,177**

The reduction towards variable consideration comprises of volume discounts, service level credits, etc.

13) Other income

Dividend income is recorded when the right to receive payment is established. Interest income is recognised using the effective interest method.

Other income consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Interest income	2,663	2,504
Dividend income	4	8
Net gain on diposal / fair valuation of investments carried at fair value through profit or loss	198	204
Net gain on disposal of property, plant and equipment	23	13
Net gain on lease modification	7	100
Net loss on sub-lease	(9)	-
Net foreign exchange gain	1,045	248
Rent income	-	1
Other income	87	56
	4,018	**3,134**
Interest income comprise:		
Interest on bank balances and bank deposits	295	137
Interest on financial assets carried at amortised cost	546	587
Interest on financial assets carried at fair value through OCI	1,818	1,762
Other interest (including interest on tax refunds)	4	18
Dividend income comprise:		
Dividend from mutual fund units and other investments	4	8

14) Employee benefits

Defined benefit plans

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each balance sheet date. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling and the return on plan assets (excluding interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost, both vested and unvested, is recognised as an expense at the earlier of (a) when the plan amendment or curtailment occurs; and (b) when the entity recognises related restructuring costs or termination benefits.

The retirement benefit obligations recognised in the balance sheet represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme.

The Group provides benefits such as gratuity, pension and provident fund (Company managed fund) to its employees which are treated as defined benefit plans.

Defined contribution plans

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits.

The Group provides benefits such as superannuation, provident fund (other than Company managed fund) and foreign defined contribution plans to its employees which are treated as defined contribution plans.

Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. Benefits such as salaries, wages etc. and the expected cost of ex-gratia are recognised in the period in which the employee renders the related service. A liability is recognised for the amount expected to be paid when there is a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Compensated absences

Compensated absences which are expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as undiscounted liability at the balance sheet date. Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as an actuarially determined liability at the present value of the defined benefit obligation at the balance sheet date.

Employee benefit expenses consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Salaries, incentives and allowances	96,263	83,045
Contributions to provident and other funds	8,450	6,401
Staff welfare expenses	2,841	2,368
	1,07,554	**91,814**

Employee benefit obligations consist of the following:

Employee benefit obligations – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Gratuity liability	13	12
Foreign defined benefit plans	490	492
Other employee benefit obligations	174	245
	677	**749**

Employee benefit obligations – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Compensated absences	3,760	3,448
Other employee benefit obligations	50	50
	3,810	**3,498**

Employee benefit plans consist of the following:

Gratuity and pension

In accordance with Indian law, Tata Consultancy Services Limited and its subsidiaries in India operate a scheme of gratuity which is a defined benefit plan. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The Company manages the plan through a trust. Trustees administer contributions made to the trust. Certain overseas subsidiaries of the Company also provide for retirement benefit pension plans in accordance with the local laws.

The following table sets out the details of the defined benefit retirement plans and the amounts recognised in the financial statements:

(₹ crore)

	Year ended March 31, 2022					Year ended March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Change in benefit obligations										
Benefit obligations, beginning of the year	**4,315**	**12**	**2,292**	**237**	**6,856**	**3,638**	**8**	**755**	**161**	**4,562**
Translation exchange difference	-	-	(17)	4	(13)	-	-	(21)	6	(15)
Plan assumed on insourcing of employees	-	-	-	-	-	-	-	1,348	20	1,368
Plan participants' contribution	-	-	15	-	15	-	-	12	-	12
Service cost	539	-	51	47	637	460	2	27	36	525
Interest cost	296	-	19	3	318	244	1	12	3	260
Remeasurement of the net defined benefit liability	(188)	1	(34)	(9)	(230)	135	2	139	18	294
Past service cost / (credit)	-	-	3	-	3	-	-	-	-	-
Benefits paid	(489)	(1)	(35)	(13)	(538)	(162)	(1)	20	(7)	(150)
Shift of plan from unfunded to funded position	9	(9)	-	-	-	-	-	-	-	-
Benefit obligations, end of the year	**4,482**	**3**	**2,294**	**269**	**7,048**	**4,315**	**12**	**2,292**	**237**	**6,856**

(₹ crore)

	Year ended March 31, 2022					Year ended March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Change in plan assets										
Fair value of plan assets, beginning of the year	**4,706**	**-**	**2,073**	**-**	**6,779**	**3,643**	**-**	**629**	**-**	**4,272**
Translation exchange difference	-	-	(21)	-	(21)	-	-	(17)	-	(17)
Plan assumed on insourcing of employees	-	-	-	-	-	-	-	1,302	-	1,302
Interest income	335	-	16	-	351	269	-	9	-	278
Employers' contributions	980	-	48	-	1,028	837	-	25	-	862
Plan participants' contribution	-	-	15	-	15	-	-	12	-	12
Benefits paid	(489)	-	(35)	-	(524)	(162)	-	20	-	(142)
Remeasurement - return on plan assets excluding amount included in interest income	(5)	-	36	-	31	119	-	93	-	212
Fair value of plan assets, end of the year	**5,527**	**-**	**2,132**	**-**	**7,659**	**4,706**	**-**	**2,073**	**-**	**6,779**

(₹ crore)

	As at March 31, 2022					As at March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Funded status										
Deficit of plan assets over obligations	(10)	(3)	(221)	(269)	(503)	-	(12)	(255)	(237)	(504)
Surplus of plan assets over obligations	1,055	-	59	-	1,114	391	-	36	-	427
	1,045	**(3)**	**(162)**	**(269)**	**611**	**391**	**(12)**	**(219)**	**(237)**	**(77)**

(₹ crore)

	As at March 31, 2022					As at March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Category of assets										
Corporate bonds	1,697	-	369	-	2,066	1,408	-	805	-	2,213
Equity instruments	66	-	543	-	609	29	-	-	-	29
Government bonds and securities	2,625	-	195	-	2,820	2,257	-	-	-	2,257
Insurer managed funds	983	-	503	-	1,486	910	-	431	-	1,341
Bank balances	10	-	24	-	34	2	-	3	-	5
Others	146	-	498	-	644	100	-	834	-	934
	5,527	**-**	**2,132**	**-**	**7,659**	**4,706**	**-**	**2,073**	**-**	**6,779**

Net periodic gratuity / pension cost, included in employee cost consists of the following components:

(₹ crore)

	Year ended March 31, 2022					Year ended March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Service cost	539	-	51	47	637	460	2	27	36	525
Net interest on net defined benefit (asset) / liability	(39)	-	3	3	(33)	(25)	1	3	3	(18)
Past service cost / (credit)	-	-	3	-	3	-	-	-	-	-
Net periodic gratuity / pension cost	**500**	**-**	**57**	**50**	**607**	**435**	**3**	**30**	**39**	**507**
Actual return on plan assets	**330**	**-**	**52**	**-**	**382**	**388**	**-**	**102**	**-**	**490**

Remeasurement of the net defined benefit (asset) / liability:

(₹ crore)

	Year ended March 31, 2022				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Actuarial (gains) and losses arising from changes in demographic assumptions	(20)	-	(13)	(2)	(35)
Actuarial (gains) and losses arising from changes in financial assumptions	(166)	-	(55)	(25)	(246)
Actuarial (gains) and losses arising from changes in experience adjustments	(2)	1	34	18	51
Remeasurement of the net defined benefit liability	**(188)**	**1**	**(34)**	**(9)**	**(230)**
Remeasurement - return on plan assets excluding amount included in interest income	5	-	(36)	-	(31)
	(183)	**1**	**(70)**	**(9)**	**(261)**

(₹ crore)

	Year ended March 31, 2021				
	Domestic plans Funded	Domestic plans Unfunded	Foreign plans Funded	Foreign plans Unfunded	Total
Actuarial (gains) and losses arising from changes in demographic assumptions	24	-	1	(2)	23
Actuarial (gains) and losses arising from changes in financial assumptions	(32)	-	118	19	105
Actuarial (gains) and losses arising from changes in experience adjustments	143	2	20	1	166
Remeasurement of the net defined benefit liability	**135**	**2**	**139**	**18**	**294**
Remeasurement - return on plan assets excluding amount included in interest income	(119)	-	(93)	-	(212)
	16	**2**	**46**	**18**	**82**

The assumptions used in accounting for the defined benefit plan are set out below:

	Year ended March 31, 2022		Year ended March 31, 2021	
	Domestic plans	Foreign plans	Domestic plans	Foreign plans
Discount rate	4.50%-7.25%	0.77%-8.30%	4.25%-7.00%	0.40%-7.55%
Rate of increase in compensation levels of covered employees	4.00%-6.00%	1.50%-7.00%	4.00%-6.00%	1.25%-7.00%
Rate of return on plan assets	4.50%-7.25%	0.77%-8.30%	4.25%-7.00%	0.40%-7.55%
Weighted average duration of defined benefit obligations	2-16 years	3-31 years	3-18 years	3-65 years

Future mortality assumptions are taken based on the published statistics by the Insurance Regulatory and Development Authority of India.

The expected benefits are based on the same assumptions as are used to measure Group's defined benefit plan obligations as at March 31, 2022. The Group is expected to contribute ₹57 crore to defined benefit plan obligations funds for the year ending March 31, 2023 comprising domestic component of ₹6 crore and foreign component of ₹51 crore.

The significant actuarial assumptions for the determination of the defined benefit obligations are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Increase of 0.50%	(372)	(378)
Decrease of 0.50%	422	421

If the expected salary growth increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Increase of 0.50%	200	276
Decrease of 0.50%	(188)	(260)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligations has been calculated using the Projected Unit Credit Method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

Each year an Asset-Liability matching study is performed in which the consequences of the strategic investment policies are analysed in terms of risk and return profiles. Investment and contribution policies are integrated within this study.

The defined benefit obligations shall mature after year ended March 31, 2022 as follows:

(₹ crore)

Year ending March 31,	Defined benefit obligations
2023	533
2024	449
2025	478
2026	463
2027	478
2028-2032	2,477

Provident fund

In accordance with Indian law, all eligible employees of Tata Consultancy Services Limited in India are entitled to receive benefits under the provident fund plan in which both the employee and employer (at a determined rate) contribute monthly to a trust set up by the Company to manage the investments and distribute the amounts entitled to employees. This plan is a defined benefit plan as the Company is obligated to provide its members a rate of return which should, at the minimum, meet the interest rate declared by Government administered provident fund. A part of the Company's contribution is transferred to Government administered pension fund. The contributions made by the Company and the shortfall of interest, if any, are recognised as an expense in profit and loss under employee benefit expenses. In accordance with an actuarial valuation of provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the assumptions as mentioned below, there is no deficiency in the interest cost as the present value of the expected future earnings of the fund is greater than the expected amount to be credited to the individual members based on the expected guaranteed rate of interest of Government administered provident fund.

All eligible employees of Indian subsidiaries of the Company are entitled to receive benefits under the provident fund plan in which both the employee and employer (at a determined rate) contribute monthly to the Government administered provident fund plan. A part of the company's contribution is transferred to Government administered pension fund. This plan is a defined contribution plan as the obligation of the employer is limited to the monthly contributions made to the fund. The contributions made to the fund are recognised as an expense in profit and loss under employee benefit expenses.

The details of fund and plan assets are given below:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Fair value of plan assets	22,814	20,003
Present value of defined benefit obligations	(22,814)	(20,003)
Net excess / (shortfall)	-	-

The plan assets have been primarily invested in Government securities and corporate bonds.

The principal assumptions used in determining the present value obligations of interest guarantee under the deterministic approach are as follows:

	As at March 31, 2022	As at March 31, 2021
Discount rate	7.00%	6.50%
Average remaining tenure of investment portfolio	8 years	8 years
Guaranteed rate of return	8.10%	8.50%

The Group expensed ₹1,383 crore and ₹1,085 crore for the years ended March 31, 2022 and 2021, respectively, towards provident fund.

Superannuation

All eligible employees on Indian payroll are entitled to benefits under Superannuation, a defined contribution plan. The Group makes monthly contributions until retirement or resignation of the employee. The Group recognises such contributions as an expense when incurred. The Group has no further obligation beyond its monthly contribution.

The Group expensed ₹383 crore and ₹366 crore for the years ended March 31, 2022 and 2021, respectively, towards Employees' Superannuation Fund.

Foreign defined contribution plan

The Group expensed ₹1,796 crore and ₹1,458 crore for the years ended March 31, 2022 and 2021, respectively, towards foreign defined contribution plans.

15) Cost recognition

Costs and expenses are recognised when incurred and have been classified according to their nature.

The costs of the Group are broadly categorised in employee benefit expenses, cost of equipment and software licences, depreciation and amortisation expense and other expenses. Other expenses mainly include fees to external consultants, facility expenses, travel expenses, communication expenses, bad debts and advances written off, allowance for doubtful trade receivables and advances (net) and other expenses. Other expenses are aggregation of costs which are individually not material such as commission and brokerage, recruitment and training, entertainment, etc.

(a) Cost of equipment and software licences

Cost of equipment and software licences consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Raw materials, sub-assemblies and components consumed	29	14
Equipment and software licences purchased	1,137	1,447
	1,166	**1,461**
Finished goods and work-in-progress		
Opening stock	-*	1
Less: Closing stock	3	-*
	(3)	**1**
	1,163	**1,462**

*Represents value less than ₹0.50 crore.

(b) Other expenses

Other expenses consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Fees to external consultants	17,409	13,214
Facility expenses	2,139	2,131
Travel expenses	1,589	1,081
Communication expenses	2,050	1,896
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	135	201
Other expenses	6,658	5,832
	29,980	**24,355**

16) Finance costs

Finance costs consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Interest on lease liabilities	519	523
Interest on tax matters	218	96
Other interest costs	47	18
	784	**637**

17) Income taxes

Income tax expense comprises current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred taxes are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

Current income taxes

The current income tax expense includes income taxes payable by the Company and its subsidiaries in India and overseas. The current tax payable by the Company and its subsidiaries in India is Indian income tax payable on worldwide income after taking credit for tax relief available for export operations in Special Economic Zones (SEZs).

Current income tax payable by overseas branches of the Company is computed in accordance with the tax laws applicable in the jurisdiction in which the respective branch operates. The taxes paid are generally available for set off against the Indian income tax liability of the Company's worldwide income.

The current income tax expense for overseas subsidiaries has been computed based on the tax laws applicable to each subsidiary in the respective jurisdiction in which it operates.

Advance taxes and provisions for current income taxes are presented in the balance sheet after off-setting advance tax paid and income tax provision arising in the same tax jurisdiction and where the relevant tax paying unit intends to settle the asset and liability on a net basis.

Deferred income taxes

Deferred income tax is recognised using the balance sheet approach. Deferred income tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount, except when the deferred income tax arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

Deferred income tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred income tax liabilities are recognised for all taxable temporary differences except in respect of taxable temporary differences associated with investments in subsidiaries where timing of the reversal of the temporary difference can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets and liabilities are measured using substantively enacted tax rates expected to apply to taxable income in the years in which the temporary differences are expected to be received or settled.

For operations carried out in SEZs, deferred tax assets or liabilities, if any, have been established for the tax consequences of those temporary differences between the carrying values of assets and liabilities and their respective tax bases that reverse after the tax holiday ends.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the relevant entity intends to settle its current tax assets and liabilities on a net basis.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, to the extent it would be available for set off against future current income tax liability. Accordingly, MAT is recognised as deferred tax asset in the balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

The income tax expense consists of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Current tax		
Current tax expense for current year	14,333	11,737
Current tax benefit pertaining to prior years	(679)	(102)
	13,654	**11,635**
Deferred tax		
Deferred tax benefit for current year	(333)	(359)
Deferred tax benefit pertaining to prior years	(83)	(78)
	(416)	**(437)**
	13,238	**11,198**

The reconciliation of estimated income tax expense at Indian statutory income tax rate to income tax expense reported in consolidated statement of profit and loss is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Profit before tax	51,687	43,760
Indian statutory income tax rate	34.94%	34.94%
Expected income tax expense	18,062	15,292
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense		
Tax holidays	(4,792)	(4,708)
Income exempt from tax	(396)	(325)
Undistributed earnings in branches and subsidiaries	(47)	(13)
Tax on income at different rates	980	471
Tax pertaining to prior years	(762)	(180)
Others (net)	193	661
Total income tax expense	**13,238**	**11,198**

Tata Consultancy Services Limited benefits from the tax holiday available for units set up under the Special Economic Zone Act, 2005. These tax holidays are available for a period of fifteen years from the date of commencement of operations. Under the SEZ scheme, the unit which begins providing services on or after April 1, 2005 will be eligible for deductions of 100% of profits or gains derived from export of services for the first five years, 50% of such profits or gains for a further period of five years and 50% of such profits or gains for the balance period of five years subject to fulfilment of certain conditions. From April 1, 2011, profits from units set up under SEZ scheme are subject to Minimum Alternate Tax (MAT).

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2022 are as follows:

(₹ crore)

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Adjustments / utilisation	Exchange difference	Closing balance
Deferred tax assets / (liabilities) in relation to						
Property, plant and equipment and intangible assets	309	131	-	-	(6)	434
Provision for employee benefits	897	94	58	(2)	(5)	1,042
Cash flow hedges	(8)	-	16	-	(1)	7
Receivables, financial assets at amortised cost	424	42	-	-	5	471
MAT credit entitlement	1,710	-	-	(735)	-	975
Branch profit tax	(310)	233	-	-	-	(77)
Undistributed earnings of subsidiaries	(198)	(157)	-	-	-	(355)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(500)	-	180	-	-	(320)
Lease liabilities	261	(22)	-	-	2	241
Others	579	95	-	-	26	700
	3,164	**416**	**254**	**(737)**	**21**	**3,118**

Gross deferred tax assets and liabilities are as follows:

(₹ crore)

As at March 31, 2022	Assets	Liabilities	Net
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and intangible assets	539	105	434
Provision for employee benefits	1,062	20	1,042
Cash flow hedges	7	-	7
Receivables, financial assets at amortised cost	471	-	471
MAT credit entitlement	975	-	975
Branch profit tax	-	77	(77)
Undistributed earnings of subsidiaries	-	355	(355)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(320)	-	(320)
Lease liabilities	240	(1)	241
Others	734	34	700
	3,708	**590**	**3,118**

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2021 are as follows:

(₹ crore)

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Adjustments/ Utilisation	Exchange difference	Closing balance
Deferred tax assets / (liabilities) in relation to						
Property, plant and equipment and intangible assets	145	124	-	40	-	309
Provision for employee benefits	654	168	8	77	(10)	897
Cash flow hedges	7	-	(15)	-	-	(8)
Receivables, financial assets at amortised cost	388	35	-	-	1	424
MAT credit entitlement	1,074	39	-	597	-	1,710
Branch profit tax	(284)	(26)	-	-	-	(310)
Undistributed earnings of subsidiaries	(286)	88	-	-	-	(198)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(484)	1	(17)	-	-	(500)
Lease liabilities	345	(84)	-	-	-	261
Others	490	92	-	-	(3)	579
	2,049	**437**	**(24)**	**714**	**(12)**	**3,164**

Gross deferred tax assets and liabilities are as follows:

(₹ crore)

As at March 31, 2021	Assets	Liabilities	Net
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and intangible assets	458	149	309
Provision for employee benefits	908	11	897
Cash flow hedges	(8)	-	(8)
Receivables, financial assets at amortised cost	424	-	424
MAT credit entitlement	1,710	-	1,710
Branch profit tax	-	310	(310)
Undistributed earnings of subsidiaries	-	198	(198)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(500)	-	(500)
Lease liabilities	260	(1)	261
Others	679	100	579
	3,931	**767**	**3,164**

Under the Income-tax Act, 1961, unabsorbed business losses expire 8 years after the year in which they originate. In respect of certain foreign subsidiaries, business losses can be carried forward indefinitely unless there is a substantial change in the ownership.

Unrecognised deferred tax assets relate primarily to business losses and tax credit entitlements which do not qualify for recognition as per the applicable accounting standards. These unexpired business losses will expire based on the year of origination as follows:

(₹ crore)

March 31,	Unabsorbed business losses
2023	2
2024	7
2025	4
2026	2
2027	-
Thereafter	116
	131

Under the Income-tax Act, 1961, Tata Consultancy Services Limited is liable to pay Minimum Alternate Tax in the tax holiday period. MAT paid can be carried forward for a period of 15 years and can be set off against the future tax liabilities. MAT is recognised as a deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Deferred tax liability on temporary differences of ₹6,177 crore as at March 31, 2022, associated with investments in subsidiaries, has not been recognised, as it is the intention of Tata Consultancy Services Limited to reinvest the earnings of these subsidiaries for the foreseeable future.

Direct tax contingencies

The Company and its subsidiaries have ongoing disputes with income tax authorities in India and in some of the other jurisdictions where they operate. The disputes relate to tax treatment of certain expenses claimed as deduction, computation or eligibility of tax incentives and allowances and characterisation of fees for services received. The Company and its subsidiaries have recognised contingent liability in respect of tax demands received from direct tax authorities in India and other jurisdictions of ₹1,652 crore and ₹955 crore as at March 31, 2022 and 2021, respectively. These demand orders are being contested by the Company and its subsidiaries based on the management evaluation and advise of tax consultants. In respect of tax contingencies of ₹318 crore and ₹318 crore as at March 31, 2022 and 2021, respectively, not included above, the Company is entitled to an indemnification from the seller of TCS e-Serve Limited.

The Group periodically receives notices and inquiries from income tax authorities related to the Group's operations in the jurisdictions it operates in. The Group has evaluated these notices and inquiries and has concluded that any consequent income tax claims or demands by the income tax authorities will not succeed on ultimate resolution.

The number of years that are subject to tax assessments varies depending on tax jurisdiction. The major tax jurisdictions of Tata Consultancy Services Limited include India, United States of America and United Kingdom. In India, tax filings from fiscal 2018 are generally subject to examination by the tax authorities. In United States of America, the federal statute of limitation applies to fiscals 2017 and earlier and applicable state statutes of limitation vary by state. In United Kingdom, the statute of limitation generally applies to fiscal 2018 and earlier.

18) Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders of the Company by the weighted average number of equity shares outstanding during the period. The Company did not have any potentially dilutive securities in any of the years presented.

	Year ended March 31, 2022	Year ended March 31, 2021
Profit for the year attributable to shareholders of the Company (₹ crore)	38,327	32,430
Weighted average number of equity shares	369,88,32,195	374,01,10,733
Basic and diluted earnings per share (₹)	103.62	86.71
Face value per equity share (₹)	1	1

19) Segment information

Operating segments are defined as components of an enterprise for which discrete financial information is available that is evaluated regularly by the chief operating decision maker, in deciding how to allocate resources and assessing performance. The Group's chief operating decision maker is the Chief Executive Officer and Managing Director.

The Group has identified business segments ('industry vertical') as reportable segments. The business segments comprise: 1) Banking, Financial Services and Insurance, 2) Manufacturing, 3) Retail and Consumer Business, 4) Communication, Media and Technology, 5) Life Sciences and Healthcare and 6) Others such as Energy, Resources and Utilities, s-Governance and Products.

Revenue and expenses directly attributable to segments are reported under each reportable segment. Expenses which are not directly identifiable to each reporting segment have been allocated on the basis of associated revenue of the segment or manpower efforts. All other expenses which are not attributable or allocable to segments have been disclosed as unallocable expenses.

The assets and liabilities of the Group are used interchangeably amongst segments. Allocation of such assets and liabilities is not practicable and any forced allocation would not result in any meaningful segregation. Hence assets and liabilities have not been identified to any of the reportable segments.

Summarised segment information for the years ended March 31,2022 and 2021, is as follows:

Year ended March 31, 2022 (₹ crore)

	Banking, Financial Services and Insurance	Manufacturing	Retail and Consumer Business	Communication, Media and Technology	Life Sciences and Healthcare	Others	Total
Revenue from operations	**75,126**	**18,610**	**30,715**	**31,874**	**20,462**	**14,967**	**1,91,754**
Segment result	**20,174**	**5,602**	**8,534**	**9,518**	**6,139**	**3,090**	**53,057**
Total unallocable expenses							5,388
Operating income							**47,669**
Other income							4,018
Profit before tax							**51,687**
Tax expense							13,238
Profit for the year							**38,449**
Depreciation and amortisation expense (unallocable)							4,604
Significant non-cash items (allocable)	14	(3)	10	2	(1)	113	135

Year ended March 31, 2021 (₹ crore)

	Banking, Financial Services and Insurance	Manufacturing	Retail and Consumer Business	Communication, Media and Technology	Life Sciences and Healthcare	Others	Total
Revenue from operations	**65,634**	**15,950**	**25,589**	**27,077**	**16,968**	**12,959**	**1,64,177**
Segment result	**18,681**	**4,483**	**7,151**	**8,010**	**5,253**	**2,968**	**46,546**
Total unallocable expenses*							5,920
Operating income							**40,626**
Other income							3,134
Profit before tax							**43,760**
Tax expense							11,198
Profit for the year							**32,562**
Depreciation and amortisation expense (unallocable)							4,065
Significant non-cash items (allocable)	15	1	78	9	1	97	201

*Includes the provision towards legal claim of ₹1,218 crore. Refer note 20.

Geographical revenue is allocated based on the location of the customers.

Information regarding geographical revenue is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Americas		
North America	96,865	81,575
Latin America	3,207	2,703
Europe		
United Kingdom	30,399	25,659
Continental Europe	30,743	26,687
Asia Pacific	16,927	15,830
India	9,805	8,449
Middle East and Africa	3,808	3,274
	1,91,754	**1,64,177**

Geographical non-current assets (property, plant and equipment, right-of-use assets, goodwill, other intangible assets, income tax assets and other non-current assets) are allocated based on the location of the assets.

Information regarding geographical non-current assets is as follows:

(₹ crore)

Geography	As at March 31, 2022	As at March 31, 2021
Americas		
North America	1,637	1,630
Latin America	852	840
Europe		
United Kingdom	1,470	1,546
Continental Europe	2,164	2,472
Asia Pacific	743	882
India	19,494	17,901
Middle East and Africa	152	134
	26,512	**25,405**

Information about major customers

No single customer represents 10% or more of the Group's total revenue for the years ended March 31, 2022 and 2021.

20) Commitments and contingencies

Capital commitments

The Group has contractually committed (net of advances) ₹1,439 crore and ₹1,071 crore as at March 31, 2022 and 2021, respectively, for purchase of property, plant and equipment.

Contingencies

- **Direct tax matters**

  Refer note 17.

- **Indirect tax matters**

  The Company and its subsidiaries have ongoing disputes with tax authorities mainly relating to treatment of characterisation and classification of certain items. The Company and its subsidiaries have demands amounting to ₹568 crore and ₹556 crore as at March 31, 2022 and 2021, respectively, from various indirect tax authorities which are being contested by the Company and its subsidiaries based on the management evaluation and advice of tax consultants.

- **Other claims**

  Claims aggregating ₹291 crore and ₹194 crore as at March 31, 2022 and 2021, respectively, against the Group have not been acknowledged as debts.

In addition to above, in October 2014, Epic Systems Corporation (referred to as Epic) filed a legal claim against the Company in the Court of Western District Madison, Wisconsin alleging unauthorised access to and download of their confidential information and use thereof in the development of the Company's product MedMantra. In April 2016, the Company received an unfavourable jury verdict awarding damages of ₹7,115 crore (US $940 million) to Epic which was thereafter reduced by the Trial Court to ₹3,179 crore (US $420 million). Pursuant to reaffirmation of the District Court order in March 2019, the Company filed an appeal in the Appeals Court to fully set aside the Order. Epic also filed a cross appeal challenging the reduction by the District Court judge of ₹757 crore (US $100 million) award and ₹1,514 crore (US $200 million) in punitive damages. On August 20, 2020, the Appeals Court vacated the award of ₹2,119 crore (US $280 million) in punitive damages considering the award to be constitutionally excessive and remanded the case back to District Court with instructions to reassess and reduce the punitive damages award to at most ₹1,060 crore (US $140 million), affirmed the District Court's decision vacating the jury's award of ₹757 crore (US $100 million) in compensatory damages for alleged use of "other confidential information" by the Company, and affirmed the District Court's decision upholding the jury's award of ₹1,060 crore (US $140 million) in compensatory damages for use of the comparative analysis by the Company. The proceedings for assessing punitive damages have been remanded back to the District Court. Both the Company and Epic have filed their briefs at the District Court in relation to punitive damages. The matter is under consideration by the District Court. On April 8, 2021, Epic approached the Supreme Court seeking review of the order of the Appeals Court vacating the award of ₹2,119 crore (US $280 million) towards punitive damages and remanding back to District Court with an instruction to reassess the punitive damages, to no more than ₹1,060 crore (US $140 million). On March 21, 2022, Supreme Court denied Epic's petition seeking review of the order. The Company will continue to pursue all legal options available in the matter. Considering all the facts and various legal precedence, on a conservative and prudent basis, the Company provided ₹1,218 crore (US $165 million) towards this legal claim in its statement of profit and loss for three month period ended September 30, 2020. This was presented as an “exceptional item” in the consolidated statement of profit and loss.

Pursuant to US Court procedures, a Letter of Credit has been made available to Epic for ₹3,331 crore (US $440 million) as financial security in order to stay execution of the judgement pending post-appeal proceedings and conclusion.

- **Letter of comfort**

  The Company has given letter of comfort to banks for credit facilities availed by its subsidiaries. As per the terms of letter of comfort, the Company undertakes not to divest its ownership interest directly or indirectly in the subsidiary and provide such managerial, technical and financial assistance to ensure continued successful operations of the subsidiary.

The amounts assessed as contingent liability do not include interest that could be claimed by counter parties.

21) Statement of net assets, profit and loss and other comprehensive income attributable to owners and non-controlling interests

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
Tata Consultancy Services Limited	India	-	-	80.18	77,173	87.61	38,187	252.53	(250)	87.24	37,937
Subsidiaries (held directly)											
Indian											
APTOnline Limited	India	89.00	89.00	0.11	110	0.04	18	1.01	(1)	0.04	17
MP Online Limited	India	89.00	89.00	0.13	121	0.04	18	1.01	(1)	0.04	17
C-Edge Technologies Limited	India	51.00	51.00	0.33	313	0.17	73	-	-	0.17	73
MahaOnline Limited	India	74.00	74.00	0.08	80	-	1	-	-	-	1
TCS e-Serve International Limited	India	100.00	100.00	0.16	156	0.20	88	-	-	0.20	88
TCS Foundation	India	100.00	100.00	1.52	1,467	0.87	379	-	-	0.87	379
Foreign											
Diligenta Limited	U.K.	100.00	100.00	1.46	1,402	0.02	8	(15.15)	15	0.05	23
Tata Consultancy Services Canada Inc.	Canada	100.00	100.00	0.87	834	1.11	484	-	-	1.11	484
Tata America International Corporation	U.S.A.	100.00	100.00	1.27	1,219	1.65	721	4.04	(4)	1.65	717
Tata Consultancy Services Asia Pacific Pte Ltd.	Singapore	100.00	100.00	0.93	897	0.43	187	-	-	0.43	187

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
Tata Consultancy Services Belgium	Belgium	100.00	100.00	0.44	426	0.22	98	-	-	0.23	98
Tata Consultancy Services Deutschland GmbH	Germany	100.00	100.00	0.66	631	0.77	334	(9.09)	9	0.79	343
Tata Consultancy Services Netherlands BV	Netherlands	100.00	100.00	2.74	2,636	1.23	536	-	-	1.23	536
Tata Consultancy Services Sverige AB	Sweden	100.00	100.00	0.92	887	0.36	157	-	-	0.36	157
TCS FNS Pty Limited	Australia	100.00	100.00	0.15	147	0.09	41	-	-	0.09	41
TCS Iberoamerica SA	Uruguay	100.00	100.00	1.74	1,678	1.65	718	-	-	1.65	718
Tata Consultancy Services (Africa) (PTY) Ltd.	South Africa	100.00	100.00	0.06	56	0.08	35	-	-	0.08	35
Tata Consultancy Services Qatar L.L.C.	Qatar	100.00	100.00	0.03	33	-	1	-	-	-	1
Tata Consultancy Services UK Limited	U.K.	100.00	100.00	0.03	27	-	-	-	-	-	-
Tata Consultancy Services Ireland Limited	Ireland	100.00	100.00	0.25	245	0.05	21	-	-	0.05	21
Subsidiaries (held indirectly)											
Foreign											
TCS e-Serve America, Inc.	U.S.A.	-	100.00	-	-	-	-	-	-	-	-

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
Tata Consultancy Services (China) Co., Ltd.	China	93.20	93.20	0.27	260	0.03	14	-	-	0.03	14
Tata Consultancy Services Japan, Ltd.	Japan	66.00	66.00	1.53	1,476	0.60	263	-	-	0.60	263
Tata Consultancy Services Malaysia Sdn Bhd	Malaysia	100.00	100.00	0.08	74	-	1	-	-	-	1
PT Tata Consultancy Services Indonesia	Indonesia	100.00	100.00	0.03	32	0.03	13	-	-	0.03	13
Tata Consultancy Services (Philippines) Inc.	Philippines	100.00	100.00	0.12	113	0.12	54	(2.02)	2	0.13	56
Tata Consultancy Services (Thailand) Limited	Thailand	100.00	100.00	0.01	8	-	2	-	-	-	2
Tata Consultancy Services Italia s.r.l.	Italy	100.00	100.00	0.08	74	0.04	17	-	-	0.04	17
Tata Consultancy Services Luxembourg S.A.	Capellen (G.D. de Luxembourg)	100.00	100.00	0.11	109	0.12	53	-	-	0.12	53
Tata Consultancy Services Switzerland Ltd.	Switzerland	100.00	100.00	0.73	705	0.47	206	(48.48)	48	0.58	254
Tata Consultancy Services Osterreich GmbH	Austria	100.00	100.00	-	3	-	(2)	-	-	-	(2)
Tata Consultancy Services Danmark ApS	Denmark	100.00	100.00	0.01	6	-	-	-	-	-	-

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
Tata Consultancy Services De Espana S.A.	Spain	100.00	100.00	0.07	70	0.04	19	-	-	0.04	19
Tata Consultancy Services (Portugal) Unipessoal, Limitada	Portugal	100.00	100.00	0.01	13	0.02	9	-	-	0.02	9
Tata Consultancy Services France	France	100.00	100.00	(0.40)	(385)	0.08	35	(6.06)	6	0.09	41
Tata Consultancy Services Saudi Arabia	Saudi Arabia	100.00	76.00	0.12	112	(0.01)	(5)	11.11	(11)	(0.04)	(16)
TCS Business Services GmbH	Germany	100.00	100.00	0.02	20	0.03	15	(33.33)	33	0.11	48
TCS Technology Solutions AG	Germany	100.00	100.00	0.24	230	0.49	213	(39.39)	39	0.58	252
Saudi Desert Rose Holding B.V.	Netherlands	100.00	-	-	2	0.08	34	-	-	0.08	34
Tata Consultancy Services (South Africa) (PTY) Ltd.	South Africa	100.00	100.00	0.10	92	0.09	40	-	-	0.09	40
TCS Financial Solutions Beijing Co., Ltd.	China	100.00	100.00	0.04	41	-	1	-	-	-	1
TCS Financial Solutions Australia Pty Limited	Australia	100.00	100.00	0.10	87	0.11	46	-	-	0.11	46
Tata Consultancy Services Bulgaria EOOD	Bulgaria	100.00	-	0.01	9	0.02	9	-	-	0.02	9
TCS Solution Center S.A.	Uruguay	100.00	100.00	0.37	357	0.28	120	-	-	0.28	120

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
TCS Uruguay S.A.	Uruguay	100.00	100.00	0.12	117	0.24	104	-	-	0.24	104
Tata Consultancy Services Argentina S.A.	Argentina	100.00	100.00	-	2	-	1	-	-	-	1
Tata Consultancy Services Do Brasil Ltda	Brazil	100.00	100.00	0.34	324	0.15	65	-	-	0.15	65
Tata Consultancy Services De Mexico S.A., De C.V.	Mexico	100.00	100.00	0.63	606	-	-	(15.15)	15	0.03	15
MGDC S.C.	Mexico	100.00	100.00	0.04	43	(0.18)	(79)	-	-	(0.17)	(79)
TCS Inversiones Chile Limitada	Chile	100.00	100.00	0.33	315	0.19	81	-	-	0.19	81
Tata Consultancy Services Chile S.A.	Chile	100.00	100.00	0.40	384	0.20	86	-	-	0.20	86
Tata Consultancy Services Guatemala, S.A.	Guatemala	100.00	-	0.01	12	0.01	4	-	-	0.01	4
TATASOLUTION CENTER S.A.	Ecuador	100.00	100.00	0.11	104	0.11	48	(1.03)	1	0.12	49
Trusts	India	-	-	0.31	291	0.05	14	-	-	0.04	14
TOTAL				**100.00**	**96,244**	**100.00**	**43,586**	**100.00**	**(99)**	**100.00**	**43,487**
a) Adjustments arising out of consolidation					**(6,398)**		**(5,137)**		**4**		**(5,133)**
b) Non-controlling interests											
Indian subsidiaries											
APTOnline Limited					(12)		(2)		-		(2)

Name of the entity	Country of incorporation	% of voting power as at March 31, 2022	% of voting power as at March 31, 2021	Net assets, i.e. total assets minus total liabilities		Share in Profit or loss		Share in other comprehensive income		Share in total comprehensive income	
				As % of consolidated net assets	Amount (₹ crore)	As % of consolidated profit or loss	Amount (₹ crore)	As % of consolidated other comprehensive income	Amount (₹ crore)	As % of total comprehensive income	Amount (₹ crore)
MP Online Limited					(13)		(2)		-		(2)
C-Edge Technologies Limited					(153)		(36)		-		(36)
MahaOnline Limited					(21)		-		-		-
Foreign subsidiaries											
Tata Consultancy Services (China) Co., Ltd.					(18)		(1)		(2)		(3)
Tata Consultancy Services Japan, Ltd.					(490)		(81)		34		(47)
TOTAL					**(707)**		**(122)**		**32**		**(90)**
TOTAL					**89,139**		**38,327**		**(63)**		**38,264**

Notes:

1. Tata Consultancy Services Qatar S.S.C. renamed as Tata Consultancy Services Qatar L.L.C..
2. W12 Studios Limited renamed as Tata Consultancy Services UK Limited.
3. Equity stake increased to 100% in Tata Consultancy Services Saudi Arabia on acquisition of Saudi Desert Rose Holding B.V. w.e.f. May 26, 2021.
4. Tata Consultancy Services Ireland Limited incorporated a wholly owned subsidiary, Tata Consultancy Services Bulgaria EOOD in Bulgaria on August 31, 2021.
5. TCS Iberoamerica SA incorporated a subsidiary, Tata Consultancy Services Guatemala, S.A. in Guatemala on September 1, 2021.
6. Postbank Systems AG renamed as TCS Technology Solutions AG.
7. TCS e-Serve America, Inc. liquidated w.e.f. December 29, 2021.

22) Related party transactions

The Company's principal related parties consist of its holding company Tata Sons Private Limited and its subsidiaries, its own subsidiaries, affiliates and key managerial personnel. The Group's material related party transactions and outstanding balances are with related parties with whom the Group routinely enter into transactions in the ordinary course of business. Refer note 21 for list of subsidiaries of the Company.

Transactions and balances with its own subsidiaries are eliminated on consolidation.

Transactions with related parties are as follows:

(₹ crore)

	Year ended March 31, 2022				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Revenue from operations	40	789	2,785	-	3,614
Purchases of goods and services (including reimbursements)	-	571	159	-	730
Brand equity contribution	204	-	-	-	204
Facility expenses	1	20	45	-	66
Lease rental	-	73	24	-	97
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	(3)	1	-	(2)
Contribution and advance to post employment benefit plans	-	-	-	2,322	2,322
Purchase of property, plant and equipment	-	15	147	-	162
Advances given	-	3	6	-	9
Advances recovered	-	4	17	-	21
Dividend paid	9,609	5	2	-	9,616
Buy-back of shares	11,164	4	6	-	11,174

(₹ crore)

	Year ended March 31, 2021				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Revenue from operations	35	609	2,205	-	2,849
Purchases of goods and services (including reimbursements)	1	475	361	-	837
Brand equity contribution	180	-	-	-	180
Facility expenses	-	20	42	-	62
Lease rental	1	36	45	-	82
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	2	-	-	2
Contribution and advance to post employment benefit plans	-	-	-	5,913	5,913
Purchase of property, plant and equipment	-	3	88	-	91
Advances given	-	1	6	-	7
Advances recovered	-	1	10	-	11
Advances taken	-	1	5	-	6
Dividend paid	7,817	4	3	-	7,824
Buy-back of shares	9,998	4	-	-	10,002

Balances receivable from related parties are as follows:

(₹ crore)

	As at March 31, 2022				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade receivables and contract assets	11	245	925	-	1,181
Loans, other financial assets and other assets	10	53	31	-	94
	21	**298**	**956**	**-**	**1,275**

(₹ crore)

	As at March 31, 2021				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade receivables and contract assets	8	260	714	-	982
Loans, other financial assets and other assets	9	27	62	-	98
	17	**287**	**776**	**-**	**1,080**

Balances payable to related parties are as follows:

(₹ crore)

	As at March 31, 2022				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	189	499	146	-	834
Commitments and guarantees	-	37	201	-	238

(₹ crore)

	As at March 31, 2021				
	Tata Sons Private Limited	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	175	299	394	-	868
Commitments and guarantees	-	10	270	-	280

Material related party transactions are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Revenue from operations		
Jaguar Land Rover Limited	1,500	1,093
Tata Steel IJmuiden BV	558	452

Material related party balances are as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables and contract assets		
Jaguar Land Rover Limited	379	290

Transactions with key management personnel are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Short-term benefits	53	43
Dividend paid during the year	1	1
	54	**44**

The remuneration of directors and key executives is determined by the remuneration committee having regard to the performance of individuals and market trends.

The above figures do not include provisions for encashable leave, gratuity and premium paid for group health insurance, as separate actuarial valuation / premium paid are not available.

23) The sitting fees and commission paid to non-executive directors is ₹12 crore and ₹10 crore as at March 31, 2022 and 2021, respectively.

24) The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the company towards Provident Fund and Gratuity. The Ministry of Labour and Employment had released draft rules for the Code on Social Security, 2020 on November 13, 2020, and invited suggestions from stakeholders which are under consideration by the Ministry. The Company and its Indian subsidiaries will assess the impact and its evaluation once the subject rules are notified. The Company and its Indian subsidiaries will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

25) Dividends

Dividends paid during the year ended March 31, 2022 include an amount of ₹15.00 per equity share towards final dividend for the year ended March 31,2021 and an amount of ₹21.00 per equity share towards interim dividends for the year ended March 31, 2022. Dividends paid during the year ended March 31, 2021 include an amount of ₹6.00 per equity share towards final dividend for the year ended March 31, 2020 and an amount of ₹23.00 per equity share towards interim dividends for the year ended March 31, 2021.

Dividends declared by the Company are based on profits available for distribution. On April 11, 2022, the Board of Directors of the Company have proposed a final dividend of ₹22.00 per share in respect of the year ended March 31, 2022 subject to the approval of shareholders at the Annual General Meeting, and if approved, would result in a cash outflow of approximately ₹8,050 crore.

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:
101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and
Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Standalone Financial Statements

Independent Auditor's Report

To the Members of
Tata Consultancy Services Limited

Report on the Audit of the Standalone Financial Statements

Opinion

We have audited the standalone financial statements of Tata Consultancy Services Limited (hereinafter referred to as "the Company"), which comprise the Standalone Balance Sheet as at 31 March 2022, and the Standalone Statement of Profit and Loss (including other comprehensive income), Standalone Statement of Changes in Equity and Standalone Statement of Cash Flows for the year then ended, and notes to the standalone financial statements, including a summary of the significant accounting policies and other explanatory information (hereinafter referred to as "the standalone financial statements").

In our opinion and to the best of our information and according to the explanations given to us, the aforesaid standalone financial statements give the information required by the Companies Act, 2013 ("the Act") in the manner so required and give a true and fair view in conformity with the accounting principles generally accepted in India, of the state of affairs of the Company as at 31 March 2022, and its profit and other comprehensive loss, changes in equity and its cash flows for the year ended on that date.

Basis for Opinion

We conducted our audit in accordance with the Standards on Auditing (SAs) specified under Section 143(10) of the Act. Our responsibilities under those SAs are further described in the *Auditor's Responsibilities for the Audit of the Standalone Financial Statements* section of our report. We are independent of the Company in accordance with the Code of Ethics issued by the Institute of Chartered Accountants of India together with the ethical requirements that are relevant to our audit of the standalone financial statements under the provisions of the Act and the Rules thereunder, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the Code of Ethics. We believe that the audit evidence obtained by us is sufficient and appropriate to provide a basis for our opinion on the standalone financial statements.

Key Audit Matters

Key audit matters ('KAM') are those matters that, in our professional judgment, were of most significance in our audit of the standalone financial statements of the current period. These matters were addressed in the context of our audit of the standalone financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Description of Key Audit Matter

Key audit matter	How our audit addressed the key audit matter
Revenue recognition– Fixed price contracts	
The Company inter alia engages in Fixed-price contracts, wherein, revenue is recognized using the percentage of completion computed as per the input method based on the Company's estimate of contract costs (Refer Note 4(a) and Note 10 to the standalone financial statements). We identified revenue recognition of fixed price contracts where the percentage of completion is used as a Key Audit Matter since – • there is an inherent risk and presumed fraud risk around the accuracy and existence of revenues recognised considering the customised and complex nature of these contracts and significant inputs of IT systems; • application of revenue recognition accounting standard (Ind AS 115, Revenue from Contracts with customers) is complex and involves a number of key judgments and estimates mainly in identifying performance obligations, related transaction price and estimating the future cost-to-completion of these contracts, which is used to determine the percentage of completion of the relevant performance obligation; • these contracts may involve onerous obligations which requires critical assessment of foreseeable losses to be made by the Company; and • at year-end, significant amount of work in progress (Contract assets), related to these contracts are recognised on the balance sheet.	Our audit procedures included the following: • Obtained an understanding of the systems, processes and controls implemented by the Company for recording and computing revenue and the associated contract assets, unearned and deferred revenue balances. • Including involvement of our Information technology ('IT') specialists, as required: ➢ Assessed the IT environment in which the business systems operate and tested system controls over computation of revenue recognised; ➢ Tested the IT controls over appropriateness of cost and revenue reports generated by the system; ➢ Tested the controls pertaining to allocation of resources and budgeting systems which prevent the unauthorized recording/changes to costs incurred; and ➢ Tested on a random sampling basis the controls relating to the estimation of contract costs required to complete the respective projects. • On selected specific and statistical samples of contracts, we tested that the revenue recognized is in accordance with the revenue recognition accounting standard including– ➢ Evaluated the identification of performance obligations and the ascribed transaction price; ➢ For testing Company's computation of the estimation of contract costs and onerous obligations, if any. We: • assessed that the estimates of costs to complete were reviewed and approved by appropriate designated management personnel; • performed a retrospective analysis of costs incurred with estimated costs to identify significant variations and challenged whether those variations are required to be considered in estimating the remaining costs to complete the contract; • assessed the appropriateness of work in progress (contract assets) on balance sheet date by evaluating the underlying documentation to identify possible changes in estimated costs to complete the remaining performance obligations; and • inspected underlying documents and performed analytics to determine reasonableness of contract costs.

Other Information

The Company's Management and Board of Directors are responsible for the other information. The other information comprises the information included in the Company's annual report, but does not include the financial statements and our auditors' report thereon. The Company's annual report is expected to be made available to us after the date of this auditor's report.

Our opinion on the standalone financial statements does not cover the other information and we will not express any form of assurance conclusion thereon.

In connection with our audit of the standalone financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the standalone financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

When we read the Company's annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take necessary actions, as applicable under the relevant laws and regulations.

Management's and Board of Directors' Responsibilities for the Standalone Financial Statements

The Company's Management and Board of Directors are responsible for the matters stated in Section 134(5) of the Act with respect to the preparation of these standalone financial statements that give a true and fair view of the state of affairs, profit/ loss and other comprehensive income, changes in equity and cash flows of the Company in accordance with the accounting principles generally accepted in India, including the Indian Accounting Standards (Ind AS) specified under Section 133 of the Act. This responsibility also includes maintenance of adequate accounting records in accordance with the provisions of the Act for safeguarding of the assets of the Company and for preventing and detecting frauds and other irregularities; selection and application of appropriate accounting policies; making judgments and estimates that are reasonable and prudent; and design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the accuracy and completeness of the accounting records, relevant to the preparation and presentation of the standalone financial statements that give a true and fair view and are free from material misstatement, whether due to fraud or error.

In preparing the standalone financial statements, the Management and Board of Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board of Directors either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

The Board of Directors is also responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Standalone Financial Statements

Our objectives are to obtain reasonable assurance about whether the standalone financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with SAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these standalone financial statements.

As part of an audit in accordance with SAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the standalone financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances. Under Section 143(3)(i) of the Act, we are also responsible for expressing our opinion on whether the Company has adequate internal financial controls with reference to standalone financial statements in place and the operating effectiveness of such controls.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Management and Board of Directors.

- Conclude on the appropriateness of the Management and Board of Directors use of the going concern basis of accounting in preparation of standalone financial statements and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the standalone financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the standalone financial statements, including the disclosures, and whether the standalone financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the standalone financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

1. As required by the Companies (Auditor's Report) Order, 2020 ("the Order") issued by the Central Government of India in terms of Section 143(11) of the Act, we give in the "Annexure A" a statement on the matters specified in paragraphs 3 and 4 of the Order, to the extent applicable.

2. (A) As required by Section 143(3) of the Act, we report that:

   a) We have sought and obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit.

   b) In our opinion, proper books of account as required by law have been kept by the Company so far as it appears from our examination of those books.

   c) The Standalone Balance Sheet, the Standalone Statement of Profit and Loss (including other comprehensive income), the Standalone Statement of Changes in Equity and the Standalone Statement of Cash Flows dealt with by this Report are in agreement with the books of account.

   d) In our opinion, the aforesaid standalone financial statements comply with the Ind AS specified under Section 133 of the Act.

   e) On the basis of the written representations received from the directors as on 31 March 2022 taken on record by the Board of Directors, none of the directors is disqualified as on 31 March 2022 from being appointed as a director in terms of Section 164(2) of the Act.

   f) With respect to the adequacy of the internal financial controls with reference to standalone financial statements of the Company and the operating effectiveness of such controls, refer to our separate Report in "Annexure B".

   (B) With respect to the other matters to be included in the Auditor's Report in accordance with Rule 11 of the Companies (Audit and Auditor's) Rules, 2014, in our opinion and to the best of our information and according to the explanations given to us:

   a) The Company has disclosed the impact of pending litigations as at 31 March 2022 on its financial position in its standalone financial statements - Refer Note 19 to the standalone financial statements.

   b) The Company did not have any long-term contracts including derivative contracts for which there were any material foreseeable losses.

   c) There has been no delay in transferring amounts, required to be transferred, to the Investor Education and Protection Fund by the Company.

   d) (i) The management has represented that, to the best of its knowledge and belief, no funds have been advanced or loaned or invested (either from borrowed funds or share premium or any other sources or kind of funds) by the Company to or in any other persons or entities, including foreign entities ("Intermediaries"), with the understanding, whether recorded in writing or otherwise, that the Intermediary shall:

- directly or indirectly lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Company or
- provide any guarantee, security or the like to or on behalf of the Ultimate Beneficiaries.

(ii) The management has represented, that, to the best of its knowledge and belief, no funds have been received by the Company from any persons or entities, including foreign entities ("Funding Parties"), with the understanding, whether recorded in writing or otherwise, that the Company shall:

- directly or indirectly, lend or invest in other persons or entities identified in any manner whatsoever ("Ultimate Beneficiaries") by or on behalf of the Funding Party or
- provide any guarantee, security or the like from or on behalf of the Ultimate Beneficiaries; and

(iii) Based on such audit procedures as considered reasonable and appropriate in the circumstances, nothing has come to our notice that has caused us to believe that the representations under sub-clause (d) (i) and (d) (ii) contain any material mis-statement.

e) The dividend declared or paid during the year by the Company is in compliance with Section 123 of the Act.

(C) With respect to the matter to be included in the Auditor's Report under Section 197(16) of the Act:

In our opinion and according to the information and explanations given to us, the remuneration paid by the Company to its directors during the current year is in accordance with the provisions of Section 197 of the Act. The remuneration paid to any director is not in excess of the limit laid down under Section 197 of the Act. The Ministry of Corporate Affairs has not prescribed other details under Section 197(16) of the Act which are required to be commented upon by us.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVEXH5342

Mumbai
11 April 2022

Annexure A to the Independent Auditor's report on the standalone financial statements of Tata Consultancy Services Limited for the year ended 31 March 2022

(Referred to in paragraph 1 under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

(i) (a) (A) The Company has maintained proper records showing full particulars, including quantitative details and situation of Property, plant and equipment.

(B) The Company has maintained proper records showing full particulars of Intangible assets.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has a regular programme of physical verification of its Property, plant and equipment by which all Property, plant and equipment are verified in a phased manner over a period of three years. In accordance with this programme, certain Property, plant and equipment were verified during the year. In our opinion, this periodicity of physical verification is reasonable having regard to the size of the Company and the nature of its assets. No material discrepancies were noticed on such verification.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the title deeds of immovable properties (other than immovable properties where the Company is the lessee and the lease agreements are duly executed in favour of the lessee) disclosed in the standalone financial statements are held in the name of the Company.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not revalued its Property, plant and equipment (including Right-of-use assets) or Intangible assets or both during the year.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there are no proceedings initiated or pending against the Company for holding any benami property under the Prohibition of Benami Property Transactions Act, 1988 and rules made thereunder.

(ii) (a) The inventory has been physically verified by the management during the year. In our opinion, the frequency of such verification is reasonable and procedures and coverage as followed by management were appropriate. No discrepancies were noticed on verification between the physical stocks and the book records that were 10% or more in the aggregate for each class of inventory.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has been sanctioned working capital limits in excess of five crore rupees, in aggregate, from banks on the basis of security of current assets. In our opinion, the quarterly returns or statements filed by the Company with such banks are in agreement with the books of account of the Company.

(iii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any investments, provided guarantee or security or granted any advances in the nature of loans, secured or unsecured, to companies, firms, limited liability partnerships or any other parties during the year. The Company has granted loans to one company during the year, details of the loan is stated in sub-clause (a) below. The Company has not granted any loans, secured or unsecured, to firms, limited liability partnerships or any other parties during the year.

(a) A. Based on the audit procedures carried on by us and as per the information and explanations given to us, the Company has not granted any loans to subsidiaries.

B. Based on the audit procedures carried on by us and as per the information and explanations given to us, the Company has granted loans to a party other than subsidiaries as below:

Particulars	Amount (₹ in crores)
Aggregate amount during the year - Others	13,655
Balance outstanding as at balance sheet date - Others	5,386

(b) According to the information and explanations given to us and based on the audit procedures conducted by us, we are of the opinion that the terms and conditions of the loans given are, prima facie, not prejudicial to the interest of the Company.

(c) According to the information and explanations given to us and on the basis of our examination of the records of the Company, in the case of loans given, the repayment of principal and payment of interest has been stipulated and the repayments or receipts have been regular.

(d) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no overdue amount for more than ninety days in respect of loans given.

(e) According to the information and explanations given to us and on the basis of our examination of the records of the Company, there is no loan given falling due during the year, which has been renewed or extended or fresh loans given to settle the overdues of existing loans given to the same party.

(f) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not given any loans either repayable on demand or without specifying any terms or period of repayment.

(iv) According to the information and explanations given to us and on the basis of our examination of the records, the Company has not given any loans, or provided any guarantee or security as specified under Section 185 of the Companies Act, 2013 and the Company has not provided any guarantee or security as specified under Section 186 of the Companies Act, 2013. Further, the Company has complied with the provisions of Section 186 of the Companies Act, 2013 in relation to loans given and investments made.

(v) The Company has not accepted any deposits or amounts which are deemed to be deposits from the public. Accordingly, clause 3(v) of the Order is not applicable.

(vi) According to the information and explanations given to us, the Central Government has not prescribed the maintenance of cost records under Section 148(1) of the Companies Act, 2013 for the products manufactured by it (and/or services provided by it). Accordingly, clause 3(vi) of the Order is not applicable.

(vii) (a) The Company does not have liability in respect of Sales tax, Service tax, Duty of excise and Value added tax during the year since effective 1 July 2017, these statutory dues has been subsumed into GST.

According to the information and explanations given to us and on the basis of our examination of the records of the Company, amounts deducted/ accrued in the books of account in respect of undisputed statutory dues including Goods and Services Tax ('GST'), Provident fund, Employees' State Insurance, Income-tax, Duty of Customs, Cess and other material statutory dues have generally been regularly deposited with the appropriate authorities.

According to the information and explanations given to us, no undisputed amounts payable in respect of GST, Provident fund, Employees' State Insurance, Income-tax, Duty of Customs, Cess and other material statutory dues were in arrears as at 31 March 2022 for a period of more than six months from the date they became payable.

(b) According to the information and explanations given to us, there are no dues of GST, Provident fund, Employees' State Insurance, Income-tax, Sales tax, Service tax, Duty of Customs, Value added tax, Cess or other statutory dues which have not been deposited by the Company on account of disputes, except for the following:

Name of the Statute	Nature of the Dues	Amount (₹ in crores)**	Period	Forum where dispute is pending
The Income-tax Act, 1961	Income-tax	4,181	Assessment Year - 2007-08, 2011-12, 2017-18, 2018-19	Commissioner of Income-tax (Appeals)
		545	Assessment Year - 2006-07, 2015-16	Income-tax Appellate Tribunal
		39	Assessment Year - 2008-09, 2009-10, 2010-11, 2016-17	Assessing Officer / National Faceless Assessment Centre

Name of the Statute	Nature of the Dues	Amount (₹ in crores)**	Period	Forum where dispute is pending
The Central Sales Tax Act, 1956 and Value Added Tax Act	Sales tax and VAT	233	Financial Year - 1994-1995, 2004-2005, 2007-2008, 2008-2009, 2009-2010, 2010-2011, 2011-2012, 2012-2013, 2013-2014, 2014-2015, 2015-2016, 2016-17, 2017-18	High Court
		8	Financial Year - 1990-1991, 2002-2003, 2003-2004, 2004-2005, 2005-2006, 2006-2007, 2011-2012, 2012-2013	Tribunal
		2	Financial Year - 1995-1996, 1997-1998, 2004-2005, 2005-2006, 2011-2012, 2016-17, 2017-18	Assistant Commissioner
		5	Financial Year - 2008-2009, 2010-2011, 2011-2012, 2012-2013, 2013-2014, 2015-2016, 2016-2017	Deputy Commissioner
		16	Financial Year - 1997-1998, 2005-2006, 2012-13, 2013-2014, 2014-2015, 2015-2016, 2016-2017	Joint Commissioner
The Finance Act, 1994	Service tax	2	Financial Year - 2002-2003, 2003-2004, 2004-2005, 2008-09, 2009-2010, 2010-2011, 2011-2012, 2012-13, 2014-2015, 2015-2016, 2016-2017, 2017-2018	Commissioner Appeals
		212	Financial Year - 2006-2007, 2007-2008, 2009-2010, 2010-2011, 2012-2013, 2013-2014, 2014-2015, 2015-2016, 2016-2017, 2017-2018	Tribunal
Goods and Service Tax Act	GST	2	Financial Year – 2020-21	Commissioner Appeals
		3	Financial Year – 2019-20	Assistant Commissioner

** These amounts are net of amount paid/ adjusted under protest ₹ 769 crores

(viii) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not surrendered or disclosed any transactions, previously unrecorded as income in the books of account, in the tax assessments under the Income-tax Act, 1961 as income during the year.

(ix) (a) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company did not have any loans or borrowings from any lender during the year. Accordingly, clause 3(ix)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not been declared a wilful defaulter by any bank or financial institution or government or government authority.

(c) According to the information and explanations given to us by the management, the Company has not obtained any term loans. Accordingly, clause 3(ix)(c) of the Order is not applicable.

(d) According to the information and explanations given to us and on an overall examination of the balance sheet of the Company, we report that no funds have been raised on short-term basis by the Company. Accordingly, clause 3(ix)(d) of the Order is not applicable.

(e) According to the information and explanations given to us and on an overall examination of the financial statements of the Company, we report that the Company has not taken any funds from any entity or person on account of or to meet the obligations of its subsidiaries as defined under the Companies Act, 2013. Accordingly, clause 3(ix)(e) of the Order is not applicable.

(f) According to the information and explanations given to us and procedures performed by us, we report that the Company has not raised loans during the year on the pledge of securities held in its subsidiaries as defined under the Companies Act, 2013. Accordingly, clause 3(ix)(f) of the Order is not applicable.

(x) (a) The Company has not raised any moneys by way of initial public offer or further public offer (including debt instruments). Accordingly, clause 3(x)(a) of the Order is not applicable.

(b) According to the information and explanations given to us and on the basis of our examination of the records of the Company, the Company has not made any preferential allotment or private placement of shares or fully or partly convertible debentures during the year. Accordingly, clause 3(x)(b) of the Order is not applicable.

(xi) (a) Based on examination of the books and records of the Company and according to the information and explanations given to us, considering the principles of materiality outlined in Standards on Auditing, we report that no fraud by the Company or on the Company has been noticed or reported during the course of the audit.

(b) According to the information and explanations given to us, no report under sub-section (12) of Section 143 of the Companies Act, 2013 has been filed by the auditors in Form ADT-4 as prescribed under Rule 13 of Companies (Audit and Auditors) Rules, 2014 with the Central Government.

(c) We have taken into consideration the whistle blower complaints received by the Company during the year while determining the nature, timing and extent of our audit procedures.

(xii) According to the information and explanations given to us, the Company is not a Nidhi Company. Accordingly, clause 3(xii) of the Order is not applicable.

(xiii) In our opinion and according to the information and explanations given to us, the transactions with related parties are in compliance with Sections 177 and 188 of the Companies Act, 2013, where applicable, and the details of the related party transactions have been disclosed in the standalone financial statements as required by the applicable Indian Accounting Standards.

(xiv) (a) Based on information and explanations provided to us and our audit procedures, in our opinion, the Company has an internal audit system commensurate with the size and nature of its business.

(b) We have considered the internal audit reports of the Company issued till date for the period under audit.

(xv) In our opinion and according to the information and explanations given to us, the Company has not entered into any non-cash transactions with its directors or persons connected to its directors and hence, provisions of Section 192 of the Companies Act, 2013 are not applicable to the Company.

(xvi) (a) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(a) of the Order is not applicable.

(b) The Company is not required to be registered under Section 45-IA of the Reserve Bank of India Act, 1934. Accordingly, clause 3(xvi)(b) of the Order is not applicable.

(c) The Company is not a Core Investment Company (CIC) as defined in the regulations made by the Reserve Bank of India. Accordingly, clause 3(xvi)(c) of the Order is not applicable.

(d) According to the information and explanations provided to us during the course of audit, the Group does not have any CIC. Accordingly, the requirements of clause 3(xvi)(d) are not applicable.

(xvii) The Company has not incurred cash losses in the current and in the immediately preceding financial year.

(xviii) There has been no resignation of the statutory auditors during the year. Accordingly, clause 3(xviii) of the Order is not applicable.

(xix) According to the information and explanations given to us and on the basis of the financial ratios, ageing and expected dates of realisation of financial assets and payment of financial liabilities, other information accompanying the financial statements, our knowledge of the Board of Directors and management plans and based on our examination of the evidence supporting the assumptions, nothing has come to our attention, which causes us to believe that any material uncertainty exists as on the date of the audit report that the Company is not capable of meeting its liabilities existing at the date of balance sheet as and when they fall due within a period of one year from the balance sheet date. We, however, state that this is not an assurance as to the future viability of the Company. We further state that our reporting is based on the facts up to the date of the audit report and we neither give any guarantee nor any assurance that all liabilities falling due within a period of one year from the balance sheet date, will get discharged by the Company as and when they fall due.

(xx) In our opinion and according to the information and explanations given to us, there is no unspent amount under sub-section (5) of Section 135 of the Companies Act, 2013 pursuant to any project. Accordingly, clauses 3(xx)(a) and 3(xx)(b) of the Order are not applicable.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVEXH5342

Mumbai
11 April 2022

Annexure B to the Independent Auditor's Report on the standalone financial statements of Tata Consultancy Services Limited for the year ended 31 March 2022

Report on the internal financial controls with reference to the aforesaid standalone financial statements under Clause (i) of Sub-section 3 of Section 143 of the Companies Act, 2013

(Referred to in paragraph 2(A)(f) under 'Report on Other Legal and Regulatory Requirements' section of our report of even date)

Opinion

We have audited the internal financial controls with reference to standalone financial statements of Tata Consultancy Services Limited ("the Company") as of 31 March 2022 in conjunction with our audit of the standalone financial statements of the Company as at and for the year ended on that date.

In our opinion, the Company has, in all material respects, adequate internal financial controls with reference to standalone financial statements and such internal financial controls were operating effectively as at 31 March 2022, based on the internal financial controls with reference to standalone financial statements criteria established by the Company considering the essential components of internal control stated in the Guidance Note on Audit of Internal Financial Controls Over Financial Reporting issued by the Institute of Chartered Accountants of India (the "Guidance Note").

Management's and Board of Directors' Responsibilities for Internal Financial Controls

The Company's Management and the Board of Directors are responsible for establishing and maintaining internal financial controls with reference to standalone financial statements based on the criteria established by the Company considering the essential components of internal control stated in the Guidance Note. These responsibilities include the design, implementation and maintenance of adequate internal financial controls that were operating effectively for ensuring the orderly and efficient conduct of its business, including adherence to the Company's policies, the safeguarding of its assets, the prevention and detection of frauds and errors, the accuracy and completeness of the accounting records, and the timely preparation of reliable financial information, as required under the Act.

Auditors' Responsibility

Our responsibility is to express an opinion on the Company's internal financial controls with reference to standalone financial statements based on our audit. We conducted our audit in accordance with the Guidance Note and the Standards on Auditing, prescribed under Section 143(10) of the Act, to the extent applicable to an audit of internal financial controls with reference to standalone financial statements. Those Standards and the Guidance Note require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether adequate internal financial controls with reference to standalone financial statements were established and maintained and whether such controls operated effectively in all material respects.

Our audit involves performing procedures to obtain audit evidence about the adequacy of the internal financial controls with reference to standalone financial statements and their operating effectiveness. Our audit of internal financial controls with reference to standalone financial statements included obtaining an understanding of such internal financial controls, assessing the risk that a material weakness exists, and testing and evaluating the design and operating effectiveness of internal control based on the assessed risk. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the standalone financial statements, whether due to fraud or error.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion on the Company's internal financial controls with reference to standalone financial statements.

Meaning of Internal Financial Controls with Reference to Standalone Financial Statements

A company's internal financial controls with reference to standalone financial statements is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of standalone financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal financial controls with reference to standalone financial statements include those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of standalone financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorisations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorised acquisition, use, or disposition of the company's assets that could have a material effect on the standalone financial statements.

Inherent Limitations of Internal Financial Controls with Reference to Standalone Financial Statements

Because of the inherent limitations of internal financial controls with reference to standalone financial statements, including the possibility of collusion or improper management override of controls, material misstatements due to error or fraud may occur and not be detected. Also, projections of any evaluation of the internal financial controls with reference to standalone financial statements to future periods are subject to the risk that the internal financial controls with reference to standalone financial statements may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

For **B S R & Co. LLP**
Chartered Accountants
Firm's Registration No: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154
UDIN: 22060154AGVEXH5342

Mumbai
11 April 2022

Standalone Balance Sheet

(₹ crore)

	Note	As at March 31, 2022	As at March 31, 2021
ASSETS			
Non-current assets			
Property, plant and equipment	8(a)	9,669	9,821
Capital work-in-progress	8(a)	1,146	861
Right-of-use assets	7	5,837	5,876
Intangible assets	8(b)	1,018	362
Financial assets			
Investments	6(a)	2,405	2,405
Trade receivables			
Billed	6(b)	90	55
Unbilled		53	260
Loans	6(e)	8	2
Other financial assets	6(f)	626	645
Income tax assets (net)		1,643	1,501
Deferred tax assets (net)	15	2,779	3,160
Other assets	8(c)	1,797	1,273
Total non-current assets		**27,071**	**26,221**

(₹ crore)

	Note	As at March 31, 2022	As at March 31, 2021
Current assets			
Inventories	8(d)	19	7
Financial assets			
Investments	6(a)	29,262	28,324
Trade receivables			
Billed	6(b)	29,852	25,222
Unbilled		6,250	5,399
Cash and cash equivalents	6(c)	8,197	1,112
Other balances with banks	6(d)	5,495	2,030
Loans	6(e)	5,653	10,486
Other financial assets	6(f)	1,432	1,363
Other assets	8(c)	8,032	9,217
Total current assets		**94,192**	**83,160**
TOTAL ASSETS		**1,21,263**	**1,09,381**
EQUITY AND LIABILITIES			
Equity			
Share capital	6(n)	366	370
Other equity	9	76,807	74,424
Total equity		**77,173**	**74,794**

Standalone Balance Sheet

(₹ crore)

	Note	As at March 31, 2022	As at March 31, 2021
Liabilities			
Non-current liabilities			
Financial liabilities			
Lease liabilities		4,879	5,077
Other financial liabilities	6(i)	518	228
Employee benefit obligations	12	103	108
Deferred tax liabilities (net)	15	129	365
Unearned and deferred revenue		560	284
Total non-current liabilities		**6,189**	**6,062**
Current liabilities			
Financial liabilities			
Lease liabilities		976	835
Trade payables			
Dues of small enterprises and micro enterprises	6(g)	-	-
Dues of creditors other than small enterprises and micro enterprises	6(h)	10,082	7,962
Other financial liabilities	6(i)	5,826	4,473
Unearned and deferred revenue		3,013	2,877
Other liabilities	8(e)	7,033	2,720
Provisions	8(f)	1,377	1,350
Employee benefit obligations	12	2,844	2,598
Income tax liabilities (net)		6,750	5,710
Total current liabilities		**37,901**	**28,525**
TOTAL EQUITY AND LIABILITIES		**1,21,263**	**1,09,381**

NOTES FORMING PART OF STANDALONE FINANCIAL STATEMENTS

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:
101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Standalone Statement of Profit and Loss

(₹ crore)

	Note	Year ended March 31, 2022	Year ended March 31, 2021
Revenue from operations	10	1,60,341	1,35,963
Other income	11	7,486	5,400
TOTAL INCOME		**1,67,827**	**1,41,363**
Expenses			
Employee benefit expenses	12	81,097	69,046
Cost of equipment and software licences	13(a)	1,010	1,230
Finance costs	14	486	537
Depreciation and amortisation expense		3,522	3,053
Other expenses	13(b)	31,989	25,377
TOTAL EXPENSES		**1,18,104**	**99,243**
PROFIT BEFORE EXCEPTIONAL ITEM AND TAX		**49,723**	**42,120**
Exceptional item			
Provision towards legal claim	19	-	1,218
PROFIT BEFORE TAX		**49,723**	**40,902**
Tax expense			
Current tax	15	11,931	10,300
Deferred tax	15	(395)	(358)
TOTAL TAX EXPENSE		**11,536**	**9,942**
PROFIT FOR THE YEAR		**38,187**	**30,960**
OTHER COMPREHENSIVE INCOME (OCI)			
Items that will not be reclassified subsequently to profit or loss			
Remeasurement of defined employee benefit plans		180	(16)
Income tax on items that will not be reclassified subsequently to profit or loss		(39)	3
Items that will be reclassified subsequently to profit or loss			
Net change in fair values of investments other than equity shares carried at fair value through OCI		(516)	51
Net change in intrinsic value of derivatives designated as cash flow hedges		(37)	14
Net change in time value of derivatives designated as cash flow hedges		(34)	53
Income tax on items that will be reclassified subsequently to profit or loss		196	(32)
TOTAL OTHER COMPREHENSIVE INCOME / (LOSSES)		**(250)**	**73**
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		**37,937**	**31,033**
Earnings per equity share:- Basic and diluted (₹)	16	103.24	82.78
Weighted average number of equity shares		369,88,32,195	374,01,10,733

NOTES FORMING PART OF STANDALONE FINANCIAL STATEMENTS

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Standalone Statement of Changes in Equity

A. EQUITY SHARE CAPITAL

(₹ crore)

Balance as at April 1, 2021	Changes in equity share capital due to prior period errors	Restated balance as at April 1, 2021	Changes in equity share capital during the year*	Balance as at March 31, 2022
370	-	370	(4)	366

(₹ crore)

Balance as at April 1, 2020	Changes in equity share capital due to prior period errors	Restated balance as at April 1, 2020	Changes in equity share capital during the year*	Balance as at March 31, 2021
375	-	375	(5)	370

*Refer note 6(n).

B. OTHER EQUITY

(₹ crore)

	Reserves and surplus				Items of other comprehensive income			Total Equity
	Capital reserve*	Capital redemption reserve	Special Economic Zone re-investment reserve	Retained earnings	Investment revaluation reserve	Cash flow hedging reserve		
						Intrinsic value	Time value	
Balance as at April 1, 2021	**-**	**13**	**2,538**	**70,928**	**916**	**56**	**(27)**	**74,424**
Profit for the year	-	-	-	38,187	-	-	-	38,187
Other comprehensive income / (losses)	-	-	-	141	(336)	(29)	(26)	(250)
Total comprehensive income	**-**	**-**	**-**	**38,328**	**(336)**	**(29)**	**(26)**	**37,937**
Dividend	-	-	-	(13,317)	-	-	-	(13,317)
Expenses for buy-back of equity shares[1]	-	-	-	(49)	-	-	-	(49)
Tax on buy-back of equity shares[1]	-	-	-	(4,192)	-	-	-	(4,192)
Buy-back of equity shares[1]	-	4	-	(18,000)	-	-	-	(17,996)
Transfer to Special Economic Zone re-investment reserve	-	-	9,407	(9,407)	-	-	-	-
Transfer from Special Economic Zone re-investment reserve	-	-	(4,658)	4,658	-	-	-	-
Balance as at March 31, 2022	**-**	**17**	**7,287**	**68,949**	**580**	**27**	**(53)**	**76,807**

Standalone Statement of Changes in Equity

(₹ crore)

	Reserves and surplus				Items of other comprehensive income			Total Equity
	Capital reserve*	Capital redemption reserve	Special Economic Zone re-investment reserve	Retained earnings	Investment revaluation reserve	Cash flow hedging reserve		
						Intrinsic value	Time value	
Balance as at April 1, 2020	**-**	**8**	**1,594**	**71,532**	**882**	**45**	**(68)**	**73,993**
Profit for the year	-	-	-	30,960	-	-	-	30,960
Other comprehensive income / (losses)	-	-	-	(13)	34	11	41	73
Total comprehensive income	**-**	**-**	**-**	**30,947**	**34**	**11**	**41**	**31,033**
Dividend	-	-	-	(10,850)	-	-	-	(10,850)
Expenses for buy-back of equity shares[1]	-	-	-	(31)	-	-	-	(31)
Tax on buy-back of equity shares[1]	-	-	-	(3,726)	-	-	-	(3,726)
Buy-back of equity shares[1]	-	5	-	(16,000)	-	-	-	(15,995)
Transfer to Special Economic Zone re-investment reserve	-	-	5,058	(5,058)	-	-	-	-
Transfer from Special Economic Zone re-investment reserve	-	-	(4,114)	4,114	-	-	-	-
Balance as at March 31, 2021	**-**	**13**	**2,538**	**70,928**	**916**	**56**	**(27)**	**74,424**

*Represents values less than ₹0.50 crore.

[1]Refer Note 6(n).

Gain of ₹141 crore and loss of ₹13 crore on remeasurement of defined employee benefit plans (net of tax) is recognised as a part of retained earnings for the years ended March 31, 2022 and 2021, respectively.

Nature and purpose of reserves

(a) Capital reserve

The Company recognises profit and loss on purchase, sale, issue or cancellation of the Company's own equity instruments to capital reserve.

(b) Capital redemption reserve

As per Companies Act, 2013, capital redemption reserve is created when company purchases its own shares out of free reserves or securities premium. A sum equal to the nominal value of the shares so purchased is transferred to capital redemption reserve. The reserve is utilised in accordance with the provisions of section 69 of the Companies Act, 2013.

(c) Special Economic Zone re-investment reserve

The Special Economic Zone (SEZ) re-investment reserve is created out of the profit of eligible SEZ units in terms of the provisions of section 10AA(1)(ii) of the Income-tax Act, 1961. The reserve will be utilised by the Company for acquiring new assets for the purpose of its business as per the terms of section 10AA(2) of Income-tax Act, 1961.

(d) Retained earnings

This reserve represents undistributed accumulated earnings of the Company as on the balance sheet date.

(e) Investment revaluation reserve

This reserve represents the cumulative gains and losses arising on the revaluation of equity and debt instruments on the balance sheet date measured at fair value through other comprehensive income. The reserves accumulated will be reclassified to retained earnings and profit and loss respectively, when such instruments are disposed.

(f) Cash flow hedging reserve

The cash flow hedging reserve represents the cumulative effective portion of gains or losses arising on changes in fair value of designated portion of hedging instruments entered into for cash flow hedges. Such gains or losses will be reclassified to statement of profit and loss in the period in which the underlying hedged transaction occurs.

NOTES FORMING PART OF STANDALONE FINANCIAL STATEMENTS

As per our report of even date attached	For and on behalf of the Board	
For **B S R & Co. LLP** *Chartered Accountants* Firm's registration no: 101248W/W-100022	**Rajesh Gopinathan** *CEO and* *Managing Director*	**N Ganapathy Subramaniam** *COO and Executive Director*
Amit Somani *Partner* Membership No: 060154	**Samir Seksaria** *CFO*	**Pradeep Manohar Gaitonde** *Company Secretary*
Mumbai, April 11, 2022	*Mumbai, April 11, 2022*	

Standalone Statement of Cash Flows

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
CASH FLOWS FROM OPERATING ACTIVITIES		
Profit for the year	38,187	30,960
Adjustments for:		
Depreciation and amortisation expense	3,522	3,053
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	107	185
Provision towards legal claim (Refer note 19)	-	1,218
Tax expense	11,536	9,942
Net gain on lease modification	(2)	(89)
Unrealised foreign exchange gain	(119)	(20)
Net gain on disposal of property, plant and equipment	(25)	(19)
Net gain on disposal / fair valuation of investments	(186)	(193)
Interest income	(2,555)	(2,383)
Dividend income (including exchange impact)	(3,554)	(2,211)
Finance costs	486	537
Realised foreign exchange gain on proceeds from liquidation of wholly owned subsidiary	-	(5)
Operating profit before working capital changes	**47,397**	**40,975**
Net change in		
Inventories	(12)	(3)
Trade receivables		
Billed	(4,761)	3,282
Unbilled	(644)	(572)
Loans and other financial assets	(152)	(54)
Other assets	747	(2,432)
Trade payables	2,120	(771)
Unearned and deferred revenue	412	246
Other financial liabilities	968	(171)
Other liabilities and provisions	388	1,127
Cash generated from operations	**46,463**	**41,627**
Taxes paid (net of refunds)	(10,336)	(7,805)
Net cash generated from operating activities	**36,127**	**33,822**
CASH FLOWS FROM INVESTING ACTIVITIES		
Bank deposits placed	(14,653)	(5,678)
Inter-corporate deposits placed	(13,655)	(20,139)
Purchase of investments	(70,826)	(51,822)
Payment for purchase of property, plant and equipment	(2,147)	(2,071)
Payment including advances for acquiring right-of-use assets	(13)	(101)
Payment for purchase of intangible assets	(457)	(242)
Payment towards subscription of shares in wholly owned subsidiary	-	(224)
Proceeds from bank deposits	11,201	4,617
Proceeds from inter-corporate deposits	18,560	16,892
Proceeds from disposal / redemption of investments	69,451	49,333
Proceeds from sub-lease receivable	4	-
Proceeds from disposal of property, plant and equipment	29	31

Standalone Statement of Cash Flows

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Proceeds from liquidation of wholly owned subsidiary	-	12
Interest received	2,594	2,605
Dividend received from subsidiaries	3,554	2,211
Net cash generated from / (used in) investing activities	**3,642**	**(4,576)**
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayment of lease liabilities	(935)	(879)
Interest paid	(478)	(537)
Dividend paid	(13,317)	(10,850)
Transfer of funds to buy-back escrow account	(180)	(160)
Transfer of funds from buy-back escrow account	162	160
Expenses for buy-back of equity shares (Refer note 6(n))	(49)	(31)
Tax on buy-back of equity shares (Refer note 6(n))	-	(3,726)
Buy-back of equity shares (Refer note 6(n))	(18,000)	(16,000)
Net cash used in financing activities	**(32,797)**	**(32,023)**
Net change in cash and cash equivalents	**6,972**	**(2,777)**
Cash and cash equivalents at the beginning of the year	1,112	3,852
Exchange difference on translation of foreign currency cash and cash equivalents	113	37
Cash and cash equivalents at the end of the year	**8,197**	**1,112**

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Components of cash and cash equivalents		
Balances with banks		
In current accounts	809	1,032
In deposit accounts	7,388	77
Cheques on hand	-*	-*
Cash on hand	-*	-*
Remittances in transit	-*	3
	8,197	**1,112**

*Represents values less than ₹0.50 crore.

NOTES FORMING PART OF STANDALONE FINANCIAL STATEMENTS

Refer note 13(c) for amount spent during the years ended March 31, 2022 and 2021 on construction / acquisition of any asset and other purposes relating to CSR activities.

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no: 101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

1) Corporate information

Tata Consultancy Services Limited (referred to as "TCS Limited" or "the Company") provides IT services, consulting and business solutions and has been partnering with many of the world's largest businesses in their transformation journeys. The Company offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions. This is delivered through its unique Location-Independent Agile delivery model recognised as a benchmark of excellence in software development.

The Company is a public limited company incorporated and domiciled in India. The address of its corporate office is TCS House, Raveline Street, Fort, Mumbai - 400001. As at March 31, 2022, Tata Sons Private Limited, the holding company owned 72.27% of the Company's equity share capital.

The Board of Directors approved the standalone financial statements for the year ended March 31, 2022 and authorised for issue on April 11, 2022.

2) Statement of compliance

These standalone financial statements have been prepared in accordance with the Indian Accounting Standards (referred to as "Ind AS") as prescribed under section 133 of the Companies Act, 2013 read with the Companies (Indian Accounting Standards) Rules as amended from time to time.

3) Basis of preparation

These standalone financial statements have been prepared on historical cost basis except for certain financial instruments and defined benefit plans which are measured at fair value or amortised cost at the end of each reporting period. Historical cost is generally based on the fair value of the consideration given in exchange for goods and services. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. All assets and liabilities have been classified as current and non-current as per the Company's normal operating cycle. Based on the nature of services rendered to customers and time elapsed between deployment of resources and the realisation in cash and cash equivalents of the consideration for such services rendered, the Company has considered an operating cycle of 12 months.

The statement of cash flows have been prepared under indirect method, whereby profit or loss is adjusted for the effects of transactions of a non-cash nature, any deferrals or accruals of past or future operating cash receipts or payments and items of income or expense associated with investing or financing cash flows. The cash flows from operating, investing and financing activities of the Company are segregated. The Company considers all highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value to be cash equivalents.

These standalone financial statements have been prepared in Indian Rupee (₹) which is the functional currency of the Company. Foreign currency transactions are recorded at exchange rates prevailing on the date of the transaction. Foreign currency denominated monetary assets and liabilities are retranslated at the exchange rate prevailing on the balance sheet dates and exchange gains and losses arising on settlement and restatement are recognised in the statement of profit and loss. Non-monetary assets and liabilities that are measured in terms of historical cost in foreign currencies are not retranslated.

The significant accounting policies used in preparation of the standalone financial statements have been discussed in the respective notes.

4) Use of estimates and judgements

The preparation of standalone financial statements in conformity with the recognition and measurement principles of Ind AS requires management of the Company to make estimates and judgements that affect the reported balances of assets and liabilities, disclosures of contingent liabilities as at the date of standalone financial statements and the reported amounts of income and expenses for the periods presented.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and future periods are affected.

The Company uses the following critical accounting estimates in preparation of its standalone financial statements:

(a) Revenue recognition

Revenue for fixed-price contracts is recognised using percentage-of-completion method. The Company uses judgement to estimate the future cost-to-completion of the contracts which is used to determine degree of completion of the performance obligation.

(b) Useful lives of property, plant and equipment

The Company reviews the useful life of property, plant and equipment at the end of each reporting period. This reassessment may result in change in depreciation expense in future periods.

(c) Impairment of investments in subsidiaries

The Company reviews its carrying value of investments carried at cost (net of impairment, if any) annually, or more frequently when there is indication for impairment. If the recoverable amount is less than its carrying amount, the impairment loss is accounted for in the statement of profit and loss.

(d) Fair value measurement of financial instruments

When the fair value of financial assets and financial liabilities recorded in the balance sheet cannot be measured based on quoted prices in active markets, their fair value is measured using valuation techniques including the Discounted Cash Flow model. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgement is required in establishing fair values. Judgements include considerations of inputs such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

(e) Provision for income tax and deferred tax assets

The Company uses estimates and judgements based on the relevant rulings in the areas of allocation of revenue, costs, allowances and disallowances which is exercised while determining the provision for income tax. A deferred tax asset is recognised to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses can be utilised. Accordingly, the Company exercises its judgement to reassess the carrying amount of deferred tax assets at the end of each reporting period.

(f) Provisions and contingent liabilities

The Company estimates the provisions that have present obligations as a result of past events and it is probable that outflow of resources will be required to settle the obligations. These provisions are reviewed at the end of each reporting period and are adjusted to reflect the current best estimates.

The Company uses significant judgements to assess contingent liabilities. Contingent liabilities are recognised when there is a possible obligation arising from past events, the existence of which will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company or a present obligation that arises from past events where it is either not probable that an outflow of resources will be required to settle the obligation or a reliable estimate of the amount cannot be made. Contingent assets are neither recognised nor disclosed in the standalone financial statements.

(g) Employee benefits

The accounting of employee benefit plans in the nature of defined benefit requires the Company to use assumptions. These assumptions have been explained under employee benefits note.

(h) Leases

The Company evaluates if an arrangement qualifies to be a lease as per the requirements of Ind AS 116. Identification of a lease requires significant judgement. The Company uses significant judgement in assessing the lease term (including anticipated renewals) and the applicable discount rate.

The Company determines the lease term as the non-cancellable period of a lease, together with both periods covered by an option to extend the lease if the Company is reasonably certain to exercise that option; and periods covered by an option to terminate the lease if the Company is reasonably certain not to exercise that option. In assessing whether the Company is reasonably certain to exercise an option to extend a lease, or not to exercise an option to terminate a lease, it considers all relevant facts and circumstances that create an economic incentive for the Company to exercise the option to extend the lease, or not to exercise the option to terminate the lease. The Company revises the lease term if there is a change in the non-cancellable period of a lease.

The discount rate is generally based on the incremental borrowing rate specific to the lease being evaluated or for a portfolio of leases with similar characteristics.

(i) Impact of COVID-19 (pandemic)

The Company has taken into account all the possible impacts of COVID-19 in preparation of these standalone financial statements, including but not limited to its assessment of, liquidity and going concern assumption, recoverable values of its financial and non-financial assets, impact on revenue recognition owing to changes in cost budgets of fixed price contracts, impact on leases and impact on effectiveness of its hedges. The Company has carried out this assessment based on available internal and external sources of information upto the date of approval of these standalone financial statements and believes that the impact of COVID-19 is not material to these standalone financial statements and expects to recover the carrying amount of its assets. The impact of COVID-19 on the standalone financial statements may differ from that estimated as at the date of approval of these standalone financial statements owing to the nature and duration of COVID-19.

5) Recent pronouncements

Ministry of Corporate Affairs (“MCA”) notifies new standard or amendments to the existing standards under Companies (Indian Accounting Standards) Rules as issued from time to time. On March 23, 2022, MCA amended the Companies (Indian Accounting Standards) Amendment Rules, 2022, applicable from April 1, 2022, as below:

Ind AS 103 – Reference to Conceptual Framework

The amendments specify that to qualify for recognition as part of applying the acquisition method, the identifiable assets acquired and liabilities assumed must meet the definitions of assets and liabilities in the Conceptual Framework for Financial Reporting under Indian Accounting Standards (Conceptual Framework) issued by the Institute of Chartered Accountants of India at the acquisition date. These changes do not significantly change the requirements of Ind AS 103. The Company does not expect the amendment to have any significant impact in its financial statements.

Ind AS 16 – Proceeds before intended use

The amendments mainly prohibit an entity from deducting from the cost of property, plant and equipment amounts received from selling items produced while the company is preparing the asset for its intended use. Instead, an entity will recognise such sales proceeds and related cost in profit or loss. The Company does not expect the amendments to have any impact in its recognition of its property, plant and equipment in its financial statements.

Ind AS 37 – Onerous Contracts - Costs of Fulfilling a Contract

The amendments specify that that the 'cost of fulfilling' a contract comprises the 'costs that relate directly to the contract'. Costs that relate directly to a contract can either be incremental costs of fulfilling that contract (examples would be direct labour, materials) or an allocation of other costs that relate directly to fulfilling contracts. The amendment is essentially a clarification and the Company does not expect the amendment to have any significant impact in its financial statements.

Ind AS 109 – Annual Improvements to Ind AS (2021)

The amendment clarifies which fees an entity includes when it applies the '10 percent' test of Ind AS 109 in assessing whether to derecognise a financial liability. The Company does not expect the amendment to have any significant impact in its financial statements.

Ind AS 116 – Annual Improvements to Ind AS (2021)

The amendments remove the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives were described in that illustration. The Company does not expect the amendment to have any significant impact in its financial statements.

6) Financial assets, financial liabilities and equity instruments

Financial assets and liabilities are recognised when the Company becomes a party to the contractual provisions of the instrument. Financial assets and liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value measured on initial recognition of financial asset or financial liability.

The Company derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity. The Company derecognises financial liabilities when, and only when, the Company's obligations are discharged, cancelled or have expired.

Cash and cash equivalents

The Company considers all highly liquid investments, which are readily convertible into known amounts of cash that are subject to an insignificant risk of change in value, to be cash equivalents. Cash and cash equivalents consist of balances with banks which are unrestricted for withdrawal and usage.

Financial assets at amortised cost

Financial assets are subsequently measured at amortised cost if these financial assets are held within a business whose objective is to hold these assets in order to collect contractual cash flows and the contractual terms of the financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at fair value through other comprehensive income

Financial assets are measured at fair value through other comprehensive income if these financial assets are held within a business whose objective is achieved by both collecting contractual cash flows on specified dates that are solely payments of principal and interest on the principal amount outstanding and selling financial assets.

The Company has made an irrevocable election to present subsequent changes in the fair value of equity investments not held for trading in other comprehensive income.

Financial assets at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless they are measured at amortised cost or at fair value through other comprehensive income on initial recognition. The transaction costs directly attributable to the acquisition of financial assets and liabilities at fair value through profit or loss are immediately recognised in statement of profit and loss.

Investment in subsidiaries

Investment in subsidiaries are measured at cost less impairment loss, if any.

Financial liabilities

Financial liabilities are measured at amortised cost using the effective interest method.

Equity instruments

An equity instrument is a contract that evidences residual interest in the assets of the company after deducting all of its liabilities. Equity instruments issued by the Company are recognised at the proceeds received net of direct issue cost.

Derivative accounting

- **Instruments in hedging relationship**

  The Company designates certain foreign exchange forward, currency options and futures contracts as hedge instruments in respect of foreign exchange risks. These hedges are accounted for as cash flow hedges.

  The Company uses hedging instruments that are governed by the policies of the Company which are approved by the Board of Directors. The policies provide written principles on the use of such financial derivatives consistent with the risk management strategy of the Company.

The hedge instruments are designated and documented as hedges at the inception of the contract. The Company determines the existence of an economic relationship between the hedging instrument and hedged item based on the currency, amount and timing of their respective cash flows. The effectiveness of hedge instruments to reduce the risk associated with the exposure being hedged is assessed and measured at inception and on an ongoing basis. If the hedged future cash flows are no longer expected to occur, then the amounts that have been accumulated in other equity are immediately reclassified in net foreign exchange gains in the statement of profit and loss.

The effective portion of change in the fair value of the designated hedging instrument is recognised in the other comprehensive income and accumulated under the heading cash flow hedging reserve.

The Company separates the intrinsic value and time value of an option and designates as hedging instruments only the change in intrinsic value of the option. The change in fair value of the intrinsic value and time value of an option is recognised in the other comprehensive income and accounted as a separate component of equity. Such amounts are reclassified into the statement of profit and loss when the related hedged items affect profit and loss.

Hedge accounting is discontinued when the hedging instrument expires or is sold, terminated or no longer qualifies for hedge accounting. Any gain or loss recognised in other comprehensive income and accumulated in equity till that time remains and is recognised in the statement of profit and loss when the forecasted transaction ultimately affects profit and loss. Any gain or loss is recognised immediately in the statement of profit and loss when the hedge becomes ineffective.

- **Instruments not in hedging relationship**

  The Company enters into contracts that are effective as hedges from an economic perspective, but they do not qualify for hedge accounting. The change in the fair value of such instrument is recognised in the statement of profit and loss.

Impairment of financial assets (other than at fair value)

The Company assesses at each date of balance sheet whether a financial asset or a group of financial assets is impaired.

Ind AS 109 requires expected credit losses to be measured through a loss allowance. The Company recognises lifetime expected losses for all contract assets and / or all trade receivables that do not constitute a financing transaction. In determining the allowances for doubtful trade receivables, the Company has used a practical expedient by computing the expected credit loss allowance for trade receivables based on a provision matrix. The provision matrix takes into account historical credit loss experience and is adjusted for forward looking information. The expected credit loss allowance is based on the ageing of the receivables that are due and allowance rates used in the provision matrix. For all other financial assets, expected credit losses are measured at an amount equal to the 12-months expected credit losses or at an amount equal to the life time expected credit losses if the credit risk on the financial asset has increased significantly since initial recognition.

(a) Investments

Investments consist of the following:

Investments – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Investment in subsidiaries		
Fully paid equity shares (unquoted)	2,405	2,405
Investments designated at fair value through OCI		
Fully paid equity shares (unquoted)		
Taj Air Limited	19	19
Less: Impairment in value of investments	(19)	(19)
	2,405	**2,405**

Investments – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Investments carried at fair value through profit or loss		
Mutual fund units (quoted)	884	4,068
Investments carried at fair value through OCI		
Government bonds and securities (quoted)	25,667	23,670
Corporate bonds (quoted)	1,242	450
Investments carried at amortised cost		
Certificate of deposits (quoted)	99	-
Commercial papers (quoted)	381	136
Treasury bills (quoted)	989	-
	29,262	**28,324**

Government bonds and securities includes bonds pledged with bank for credit facility and with manager to the buy-back amounting to ₹3,560 crore and ₹1,650 crore as at March 31, 2022 and 2021, respectively.

Aggregate value of quoted and unquoted investments is as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Aggregate value of quoted investments	29,262	28,324
Aggregate value of unquoted investments (net of impairment)	2,405	2,405
Aggregate market value of quoted investments	29,263	28,324
Aggregate value of impairment of investments	19	19

Market value of quoted investments carried at amortised cost is as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Certificate of deposits	99	-
Commercial papers	381	136
Treasury bills	990	-

Carrying value of investment in equity instruments is as follows:

(₹ crore)

In Numbers	Currency	Face value per share	Investment in subsidiaries	As at March 31, 2022	As at March 31, 2021
			Fully paid equity shares (unquoted)		
212,27,83,424	UYU	1	TCS Iberoamerica SA	461	461
15,75,300	INR	10	APTOnline Limited	-	-
1,300	EUR	-	Tata Consultancy Services Belgium	1	1

(₹ crore)

In Numbers	Currency	Face value per share	Investment in subsidiaries	As at March 31, 2022	As at March 31, 2021
66,000	EUR	1,000	Tata Consultancy Services Netherlands BV	403	403
1,000	SEK	100	Tata Consultancy Services Sverige AB	19	19
1	EUR	-	Tata Consultancy Services Deutschland GmbH	2	2
20,000	USD	10	Tata America International Corporation	453	453
75,82,820	SGD	1	Tata Consultancy Services Asia Pacific Pte Ltd.	19	19
3,72,58,815	AUD	1	TCS FNS Pty Limited	212	212
10,00,001	GBP	1	Diligenta Limited	429	429
1,000	USD	-	Tata Consultancy Services Canada Inc.	-*	-*
100	CAD	70,653.61	Tata Consultancy Services Canada Inc.	31	31
51,00,000	INR	10	C-Edge Technologies Limited	5	5
8,90,000	INR	10	MP Online Limited	1	1
1,40,00,000	ZAR	1	Tata Consultancy Services (Africa) (PTY) Ltd.	66	66

(₹ crore)

In Numbers	Currency	Face value per share	Investment in subsidiaries	As at March 31, 2022	As at March 31, 2021
18,89,005	INR	10	MahaOnline Limited	2	2
-	QAR	-	Tata Consultancy Services Qatar L.L.C.	2	2
10,00,000	INR	100	TCS e-Serve International Limited	10	10
1,00,500	GBP	0.00001	Tata Consultancy Services UK Limited	66	66
2,50,00,000	EUR	1	Tata Consultancy Services Ireland Limited	224	224
10,00,000	INR	10	TCS Foundation	-	-
				2,405	**2,405**

(₹ crore)

In Numbers	Currency	Face value per share	Equity instruments designated at fair value through OCI	As at March 31, 2022	As at March 31, 2021
			Fully paid equity shares (unquoted)		
1,90,00,000	INR	10	Taj Air Limited	19	19
			Less : Impairment in value of investments	(19)	(19)
				-	**-**

*Represents value less than ₹0.50 crore.

Notes:

1. Tata Consultancy Services Qatar S.S.C. renamed as Tata Consultancy Services Qatar L.L.C.
2. W12 Studios Limited renamed as Tata Consultancy Services UK Limited.

The movement in fair value of investments carried / designated at fair value through OCI is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**916**	**882**
Net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	(516)	51
Deferred tax relating to net gain / (loss) arising on revaluation of investments other than equities carried at fair value through other comprehensive income	180	(17)
Balance at the end of the year	**580**	**916**

(b) Trade receivables - Billed

Trade receivables - Billed (unsecured) consist of the following:

Trade receivables - Billed – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables - Billed	932	787
Less: Allowance for doubtful trade receivables - Billed	(842)	(732)
Considered good	**90**	**55**

Ageing for trade receivables – non-current outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	-	-	12	93	227	584	916
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	-	-	-	-	-	-
Disputed trade receivables – considered good	-	-	-	-	-	16	16
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	-	-
	-	**-**	**12**	**93**	**227**	**600**	**932**
Less: Allowance for doubtful trade receivables - Billed							**(842)**
							90
Trade receivables - Unbilled							**53**
							143

Ageing for trade receivables – non-current outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	-	-	17	154	86	514	771
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	-	-	-	-	-	-
Disputed trade receivables – considered good	-	-	-	-	-	16	16
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	-	-
	-	**-**	**17**	**154**	**86**	**530**	**787**
Less: Allowance for doubtful trade receivables - Billed							**(732)**
							55
Trade receivables - Unbilled							**260**
							315

Trade receivables - Billed – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables - Billed	30,010	25,361
Less: Allowance for doubtful trade receivables - Billed	(173)	(183)
Considered good	**29,837**	**25,178**
Trade receivables - Billed	137	211
Less: Allowance for doubtful trade receivables - Billed	(122)	(167)
Credit impaired	**15**	**44**
	29,852	**25,222**

Above balances of trade receivables - billed include balances with related parties (Refer note 20).

Ageing for trade receivables – current outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	23,985	4,069	903	594	224	211	29,986
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	-	-	57	6	67	130
Disputed trade receivables – considered good	-	-	-	-	-	24	24
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	7	7
	23,985	4,069	903	651	230	309	30,147
Less: Allowance for doubtful trade receivables - Billed							(295)
							29,852
Trade receivables - Unbilled							6,250
							36,102

Ageing for trade receivables – current outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment					Total
		Less than 6 months	6 months - 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade receivables - Billed							
Undisputed trade receivables – considered good	18,966	4,714	437	792	279	148	25,336
Undisputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Undisputed trade receivables – credit impaired	-	4	81	12	74	33	204
Disputed trade receivables – considered good	-	5	-	-	15	5	25
Disputed trade receivables – which have significant increase in credit risk	-	-	-	-	-	-	-
Disputed trade receivables – credit impaired	-	-	-	-	-	7	7
	18,966	4,723	518	804	368	193	25,572
Less: Allowance for doubtful trade receivables - Billed							(350)
							25,222
Trade receivables - Unbilled							5,399
							30,621

(c) Cash and cash equivalents

Cash and cash equivalents consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Balances with banks		
In current accounts	809	1,032
In deposit accounts	7,388	77
Cheques on hand	-*	-*
Cash on hand	-*	-*
Remittances in transit	-*	3
	8,197	**1,112**

*Represents value less than ₹0.50 crore.

(d) Other balances with banks

Other balances with banks consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Earmarked balances with banks	195	182
Short-term bank deposits	5,300	1,848
	5,495	**2,030**

Earmarked balances with banks primarily relate to margin money for purchase of investments, margin money for derivative contracts, unclaimed dividends and balance in escrow account for buy-back of equity shares.

(e) Loans

Loans (unsecured) consist of the following:

Loans – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Loans and advances to employees	8	2
	8	**2**

Loans – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Inter-corporate deposits	5,386	10,291
Loans and advances to employees	267	195
Credit impaired		
Loans and advances to employees	22	15
Less: Allowance on loans and advances to employees	(22)	(15)
	5,653	**10,486**

Inter-corporate deposits placed with financial institutions yield fixed interest rate.

(f) Other financial assets

Other financial assets consist of the following:

Other financial assets – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Security deposits	613	632
Others	13	13
	626	**645**

Other financial assets – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Security deposits	161	143
Fair value of foreign exchange derivative assets	388	495
Interest receivable	597	566
Others	286	159
	1,432	**1,363**

(g) Dues of small enterprises and micro enterprises

The disclosure pursuant to the Micro, Small and Medium Enterprises Development Act, 2006, (MSMED Act) for dues to micro enterprises and small enterprises as at March 31, 2022 and March 31, 2021 is as under:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Dues remaining unpaid to any supplier		
Principal	-	-
Interest on the above	-	-
Amount of interest paid in terms of section 16 of the MSMED Act, 2006, along with the amount of the payment made to the supplier beyond the appointed day during each accounting year	33	39
Amount of interest due and payable for the period of delay in making payment (which has been paid but beyond the appointed day during the year) but without adding the interest specified under the MSMED Act, 2006	-	-
Amount of interest accrued and remaining unpaid	-	-
Amount of further interest remaining due and payable even in the succeeding years, until such date when the interest dues as above are actually paid to the small enterprise, for the purpose of disallowance as a deductible expenditure under section 23 of MSMED Act, 2006*	-	-

*Represents value less than ₹0.50 crore.

(h) Trade payables

Ageing for trade payables outstanding as at March 31, 2022 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade payables						
MSME*	-	-	-	-	-	-
Others	2,673	2,541	46	27	80	5,367
Disputed dues - MSME*	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	32	32
	2,673	**2,541**	**46**	**27**	**112**	**5,399**
Accrued expenses						**4,683**
						10,082

*MSME as per the Micro, Small and Medium Enterprises Development Act, 2006.

Ageing for trade payables outstanding as at March 31, 2021 is as follows:

(₹ crore)

Particulars	Not due	Outstanding for following periods from due date of payment				Total
		Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Trade payables						
MSME*	-	-	-	-	-	-
Others	1,591	1,884	153	16	62	3,706
Disputed dues - MSME*	-	-	-	-	-	-
Disputed dues - Others	-	-	-	-	32	32
	1,591	**1,884**	**153**	**16**	**94**	**3,738**
Accrued expenses						**4,224**
						7,962

*MSME as per the Micro, Small and Medium Enterprises Development Act, 2006.

(i) Other financial liabilities

Other financial liabilities consist of the following:

Other financial liabilities – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Capital creditors	289	-
Others	229	228
	518	**228**

Others include advance taxes paid of ₹226 crore and ₹226 crore as at March 31, 2022 and 2021, respectively, by the seller of TCS e-Serve Limited (merged with the Company) which, on refund by tax authorities is payable to the seller.

Other financial liabilities – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Accrued payroll	3,914	3,029
Unclaimed dividends	46	50
Fair value of foreign exchange derivative liabilities	128	92
Capital creditors	723	347
Liabilities towards customer contracts	972	860
Others	43	95
	5,826	**4,473**

(j) Financial instruments by category

The carrying value of financial instruments by categories as at March 31, 2022 is as follows:

(₹ crore)

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
Financial assets						
Cash and cash equivalents	-	-	-	-	8,197	8,197
Bank deposits	-	-	-	-	5,300	5,300
Earmarked balances with banks	-	-	-	-	195	195
Investments (other than in subsidiary)	884	26,909	-	-	1,469	29,262
Trade receivables						
Billed	-	-	-	-	29,942	29,942
Unbilled	-	-	-	-	6,303	6,303
Loans	-	-	-	-	5,661	5,661
Other financial assets	-	-	124	264	1,670	2,058
	884	**26,909**	**124**	**264**	**58,737**	**86,918**
Financial liabilities						
Trade payables	-	-	-	-	10,082	10,082
Lease liabilities	-	-	-	-	5,855	5,855
Other financial liabilities	-	-	22	106	6,216	6,344
	-	**-**	**22**	**106**	**22,153**	**22,281**

Loans include inter-corporate deposits of ₹5,386 crore, with original maturity period within 10 months.

The carrying value of financial instruments by categories as at March 31, 2021 is as follows:

(₹ crore)

	Fair value through profit or loss	Fair value through other comprehensive income	Derivative instruments in hedging relationship	Derivative instruments not in hedging relationship	Amortised cost	Total carrying value
Financial assets						
Cash and cash equivalents	-	-	-	-	1,112	1,112
Bank deposits	-	-	-	-	1,848	1,848
Earmarked balances with banks	-	-	-	-	182	182
Investments (other than in subsidiary)	4,068	24,120	-	-	136	28,324
Trade receivables						
Billed	-	-	-	-	25,277	25,277
Unbilled	-	-	-	-	5,659	5,659
Loans	-	-	-	-	10,488	10,488
Other financial assets	-	-	163	332	1,513	2,008
	4,068	**24,120**	**163**	**332**	**46,215**	**74,898**
Financial liabilities						
Trade payables	-	-	-	-	7,962	7,962
Lease liabilities	-	-	-	-	5,912	5,912
Other financial liabilities	-	-	2	90	4,609	4,701
	-	**-**	**2**	**90**	**18,483**	**18,575**

Loans include inter-corporate deposits of ₹10,291 crore, with original maturity period within 9 months.

Carrying amounts of cash and cash equivalents, trade receivables, loans and trade payables as at March 31, 2022 and 2021, approximate the fair value due to their nature. Carrying amounts of bank deposits, earmarked balances with banks, other financial assets and other financial liabilities which are subsequently measured at amortised cost also approximate the fair value due to their nature in each of the periods presented. Fair value measurement of lease liabilities is not required. Fair value of investments carried at amortised cost is ₹1,470 crore and ₹136 crore as at March 31, 2022 and 2021, respectively.

(k) Fair value hierarchy

The fair value hierarchy is based on inputs to valuation techniques that are used to measure fair value that are either observable or unobservable and consists of the following three levels:

- Level 1 - Inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 - Inputs are other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices).
- Level 3 - Inputs are not based on observable market data (unobservable inputs). Fair values are determined in whole or in part using a valuation model based on assumptions that are neither supported by prices from observable current market transactions in the same instrument nor are they based on available market data.

The cost of unquoted investments included in Level 3 of fair value hierarchy approximate their fair value because there is a wide range of possible fair value measurements and the cost represents estimate of fair value within that range.

The following table summarises financial assets and liabilities measured at fair value on a recurring basis and financial assets that are not measured at fair value on a recurring basis (but fair value disclosures are required):

(₹ crore)

As at March 31, 2022	Level 1	Level 2	Level 3	Total
Financial assets				
Mutual fund units	884	-	-	884
Equity shares	-	-	-	-
Government bonds and securities	25,667	-	-	25,667
Corporate bonds	1,242	-	-	1,242
Certificate of deposits	99	-	-	99
Commercial papers	381	-	-	381
Treasury bills	990			990
Fair value of foreign exchange derivative assets	-	388	-	388
	29,263	**388**	**-**	**29,651**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	128	-	128
	-	**128**	**-**	**128**

(₹ crore)

As at March 31, 2021	Level 1	Level 2	Level 3	Total
Financial assets				
Mutual fund units	4,068	-	-	4,068
Equity shares	-	-	-	-
Government bonds and securities	23,670	-	-	23,670
Corporate bonds	450	-	-	450
Commercial papers	136	-	-	136
Fair value of foreign exchange derivative assets	-	495	-	495
	28,324	**495**	**-**	**28,819**
Financial liabilities				
Fair value of foreign exchange derivative liabilities	-	92	-	92
	-	**92**	**-**	**92**

(l) Derivative financial instruments and hedging activity

The Company's revenue is denominated in various foreign currencies. Given the nature of the business, a large portion of the costs are denominated in Indian Rupee. This exposes the Company to currency fluctuations.

The Board of Directors has constituted a Risk Management Committee (RMC) to frame, implement and monitor the risk management plan of the Company which inter-alia covers risks arising out of exposure to foreign currency fluctuations. Under the guidance and framework provided by the RMC, the Company uses various derivative instruments such as foreign exchange forward, currency options and futures contracts in which the counter party is generally a bank.

The following are outstanding currency options contracts, which have been designated as cash flow hedges:

Foreign currency	As at March 31, 2022			As at March 31, 2021		
	No. of contracts	Notional amount of contracts (In million)	Fair value (₹ crore)	No. of contracts	Notional amount of contracts (In million)	Fair value (₹ crore)
US Dollar	63	1,635	44	63	1,615	51
Great Britain Pound	41	338	55	64	330	14
Euro	53	382	25	60	346	78
Australian Dollar	30	202	(21)	38	206	16
Canadian Dollar	25	137	(1)	23	114	2

The movement in cash flow hedging reserve for derivatives designated as cash flow hedges is as follows:

(₹ crore)

	Year ended March 31, 2022		Year ended March 31, 2021	
	Intrinsic value	Time value	Intrinsic value	Time value
Balance at the beginning of the year	**56**	**(27)**	**45**	**(68)**
(Gain) / loss transferred to profit and loss on occurrence of forecasted hedge transactions	(636)	525	(341)	530
Deferred tax on (gain) / loss transferred to profit and loss on occurrence of forecasted hedge transactions	139	(122)	73	(125)
Change in the fair value of effective portion of cash flow hedges	599	(559)	355	(477)
Deferred tax on change in the fair value of effective portion of cash flow hedges	(131)	130	(76)	113
Balance at the end of the year	**27**	**(53)**	**56**	**(27)**

The Company has entered into derivative instruments not in hedging relationship by way of foreign exchange forward, currency options and futures contracts. As at March 31, 2022 and 2021, the notional amount of outstanding contracts aggregated to ₹46,392 crore and ₹37,615 crore, respectively, and the respective fair value of these contracts have a net gain of ₹158 crore and ₹242 crore.

Exchange gain of ₹645 crore and ₹490 crore on foreign exchange forward, currency options and futures contracts that do not qualify for hedge accounting have been recognised in the standalone statement of profit and loss for the years ended March 31, 2022 and 2021, respectively.

Net foreign exchange gain include gain of ₹111 crore and loss of ₹189 crore transferred from cash flow hedging reserve for the years ended March 31, 2022 and 2021, respectively.

Net loss on derivative instruments of ₹26 crore recognised in cash flow hedging reserve as at March 31, 2022, is expected to be transferred to the statement of profit and loss by March 31, 2023. The maximum period over which the exposure to cash flow variability has been hedged is through calendar year 2022.

Following table summarises approximate gain / (loss) on the Company's other comprehensive income on account of appreciation / depreciation of the underlying foreign currencies:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
10% Appreciation of the underlying foreign currencies	(387)	(306)
10% Depreciation of the underlying foreign currencies	2,034	1,906

(m) Financial risk management

The Company is exposed primarily to fluctuations in foreign currency exchange rates, credit, liquidity and interest rate risks, which may adversely impact the fair value of its financial instruments. The Company has a risk management policy which covers risks associated with the financial assets and liabilities. The risk management policy is approved by the Board of Directors. The focus of the risk management committee is to assess the unpredictability of the financial environment and to mitigate potential adverse effects on the financial performance of the Company.

Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Such changes in the values of financial instruments may result from changes in the foreign currency exchange rates, interest rates, credit, liquidity and other market changes. The Company's exposure to market risk is primarily on account of foreign currency exchange rate risk.

- **Foreign currency exchange rate risk**

  The fluctuation in foreign currency exchange rates may have potential impact on the statement of profit and loss and other comprehensive income and equity, where any transaction references more than one currency or where assets / liabilities are denominated in a currency other than the functional currency of the Company.

  Considering the countries and economic environment in which the Company operates, its operations are subject to risks arising from fluctuations in exchange rates in those countries.

  The Company, as per its risk management policy, uses derivative instruments primarily to hedge foreign exchange. Further, any movement in the functional currency of the various operations of the Company against major foreign currencies may impact the Company's revenue in international business.

  The Company evaluates the impact of foreign exchange rate fluctuations by assessing its exposure to exchange rate risks. It hedges a part of these risks by using derivative financial instruments in line with its risk management policies.

  The foreign exchange rate sensitivity is calculated by aggregation of the net foreign exchange rate exposure and a simultaneous parallel foreign exchange rates shift of all the currencies by 10% against the functional currency of the Company.

The following analysis has been worked out based on the net exposures of the Company as of the date of balance sheet which could affect the statements of profit and loss and other comprehensive income and equity. Further the exposure as indicated below is mitigated by some of the derivative contracts entered into by the Company as disclosed in note 6(l).

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2022:

(₹ crore)

	USD	EUR	GBP	Others
Net financial assets	515	89	147	1,709
Net financial liabilities	(8,981)	(513)	(1,403)	(1,049)

10% appreciation / depreciation of the functional currency of the Company with respect to various foreign currencies would result in increase / decrease in the Company's profit before taxes by approximately ₹949 crore for the year ended March 31, 2022.

The following table sets forth information relating to unhedged foreign currency exposure as at March 31, 2021:

(₹ crore)

	USD	EUR	GBP	Others
Net financial assets	3,981	(9)	264	1,390
Net financial liabilities	(3,053)	(564)	(608)	(774)

10% appreciation / depreciation of the functional currency of the Company with respect to various foreign currencies would result in increase / decrease in the Company's profit before taxes by approximately ₹63 crore for the year ended March 31, 2021.

- **Interest rate risk**

  The Company's investments are primarily in fixed rate interest bearing investments. Hence, the Company is not significantly exposed to interest rate risk.

Credit risk

Credit risk is the risk of financial loss arising from counterparty failure to repay or service debt according to the contractual terms or obligations. Credit risk encompasses of both, the direct risk of default and the risk of deterioration of creditworthiness as well as concentration of risks. Credit risk is controlled by analysing credit limits and creditworthiness of customers on a continuous basis to whom the credit has been granted after obtaining necessary approvals for credit.

Financial instruments that are subject to concentrations of credit risk principally consist of trade receivables, loans, investments, derivative financial instruments, cash and cash equivalents, bank deposits and other financial assets. Inter-corporate deposits of ₹5,386 crore are with a financial institution having a high credit-rating assigned by credit-rating agencies. Bank deposits include an amount of ₹4,800 crore held with three Indian banks having high credit rating which is individually in excess of 10% or more of the Company's total bank deposits as at March 31, 2022. None of the other financial instruments of the Company result in material concentration of credit risk.

- **Exposure to credit risk**

  The carrying amount of financial assets and contract assets represents the maximum credit exposure. The maximum exposure to credit risk was ₹90,388 crore and ₹77,949 crore as at March 31, 2022 and 2021, respectively, being the total of the carrying amount of balances with banks, bank deposits, investments excluding equity and preference investments, trade receivables, loans, contract assets and other financial assets.

The Company's exposure to customers is diversified and no single customer contributes to more than 10% of outstanding trade receivable and contract assets as at March 31, 2022 and March 31, 2021.

- **Geographic concentration of credit risk**

Geographic concentration of trade receivables (gross and net of allowances) and contract assets is as follows:

	As at March 31, 2022		As at March 31, 2021	
	Gross%	Net%	Gross%	Net%
United States of America	52.43	53.78	48.67	49.97
India	12.73	10.68	15.32	13.27
United Kingdom	16.47	16.84	17.05	17.42

Geographic concentration of trade receivables (gross and net of allowances) and contract assets is allocated based on the location of the customers.

The allowance for lifetime expected credit loss on trade receivables for the years ended March 31, 2022 and 2021 was ₹96 crore and ₹176 crore, respectively. The reconciliation of allowance for doubtful trade receivables is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**1,082**	**938**
Change during the year	96	176
Bad debts written off	(39)	(30)
Translation Exchange difference	(2)	(2)
Balance at the end of the year	**1,137**	**1,082**

Liquidity risk

Liquidity risk refers to the risk that the Company cannot meet its financial obligations. The objective of liquidity risk management is to maintain sufficient liquidity and ensure that funds are available for use as per requirements. The Company consistently generated sufficient cash flows from operations to meet its financial obligations including lease liabilities as and when they fall due.

The tables below provide details regarding the contractual maturities of significant financial liabilities as at:

(₹ crore)

March 31, 2022	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
Non-derivative financial liabilities					
Trade payables	10,082	-	-	-	10,082
Borrowings	-	-	-	-	-
Lease liabilities	1,345	1,186	2,460	2,732	7,723
Other financial liabilities	5,721	294	228	5	6,248
	17,148	**1,480**	**2,688**	**2,737**	**24,053**
Derivative financial liabilities	128	-	-	-	128
	17,276	**1,480**	**2,688**	**2,737**	**24,181**

(₹ crore)

March 31, 2021	Due in 1st year	Due in 2nd year	Due in 3rd to 5th year	Due after 5th year	Total
Non-derivative financial liabilities					
Trade payables	7,962	-	-	-	7,962
Lease liabilities	1,239	1,157	2,590	3,098	8,084
Other financial liabilities	4,381	-	228	-	4,609
	13,582	**1,157**	**2,818**	**3,098**	**20,655**
Derivative financial liabilities	92	-	-	-	92
	13,674	**1,157**	**2,818**	**3,098**	**20,747**

(n) Equity instruments

The authorised, issued, subscribed and fully paid up share capital consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Authorised		
460,05,00,000 equity shares of ₹1 each (March 31, 2021: 460,05,00,000 equity shares of ₹1 each)	460	460
105,02,50,000 preference shares of ₹1 each (March 31, 2021: 105,02,50,000 preference shares of ₹1 each)	105	105
	565	**565**
Issued, Subscribed and Fully paid up		
365,90,51,373 equity shares of ₹1 each (March 31, 2021: 369,90,51,373 equity shares of ₹1 each)	366	370
	366	**370**

The Company's objective for capital management is to maximise shareholder value, safeguard business continuity and support the growth of the Company. The Company determines the capital requirement based on annual operating plans and long-term and other strategic investment plans. The funding requirements are met through equity and operating cash flows generated. The Company is not subject to any externally imposed capital requirements.

The Board of Directors at its meeting held on January 12, 2022, approved a proposal to buy-back upto 4,00,00,000 equity shares of the Company for an aggregate amount not exceeding ₹18,000 crore, being 1.08% of the total paid up equity share capital at ₹4,500 per equity share. The shareholders approved the same on February 12, 2022, by way of a special resolution through postal ballot. A Letter of Offer was made to all eligible shareholders. The Company bought back 4,00,00,000 equity shares out of the shares that were tendered by eligible shareholders and extinguished the equity shares on March 29, 2022. Capital redemption reserve was created to the extent of share capital extinguished (₹4 crore). The excess cost of buy-back of ₹18,049 crore (including ₹49 crore towards transaction cost of buy-back) over par value of shares and corresponding tax on buy-back of ₹4,192 crore were offset from retained earnings.

I. Reconciliation of number of shares

	As at March 31, 2022		As at March 31, 2021	
	Number of shares	Amount (₹ crore)	Number of shares	Amount (₹ crore)
Equity shares				
Opening balance	**369,90,51,373**	**370**	**375,23,84,706**	**375**
Shares extinguished on buy-back	(4,00,00,000)	(4)	(5,33,33,333)	(5)
Closing balance	**365,90,51,373**	**366**	**369,90,51,373**	**370**

II. Rights, preferences and restrictions attached to shares

The Company has one class of equity shares having a par value of ₹1 each. Each shareholder is eligible for one vote per share held and carry a right to dividend. The dividend proposed by the Board of Directors is subject to the approval of the shareholders in the ensuing Annual General Meeting, except in case of interim dividend. In the event of liquidation, the equity shareholders are eligible to receive the remaining assets of the Company after distribution of all preferential amounts, in proportion to their shareholding.

III. Shares held by Holding company, its Subsidiaries and Associates

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Equity shares		
Holding company		
264,43,17,117 equity shares (March 31, 2021: 266,91,25,829 equity shares) are held by Tata Sons Private Limited	264	267
Subsidiaries and Associates of Holding company		
7,220 equity shares (March 31, 2021: 7,220 equity shares) are held by Tata Industries Limited*	-	-
10,14,172 equity shares (March 31, 2021: 10,23,685 equity shares) are held by Tata Investment Corporation Limited*	-	-
46,798 equity shares (March 31, 2021: 46,798 equity shares) are held by Tata Steel Limited*	-	-
766 equity shares (March 31, 2021: 766 equity shares) are held by The Tata Power Company Limited*	-	-
	264	**267**

*Equity shares having value less than ₹0.50 crore.

IV. Details of shares held by shareholders holding more than 5% of the aggregate shares in the Company

	As at March 31, 2022	As at March 31, 2021
Equity shares		
Tata Sons Private Limited, the holding company	264,43,17,117	266,91,25,829
% of shareholding	72.27%	72.16%

V. Equity shares movement during the 5 years preceding March 31, 2022

- **Equity shares issued as bonus**

  The Company allotted 191,42,87,591 equity shares as fully paid up bonus shares by capitalisation of profits transferred from retained earnings amounting to ₹86 crore and capital redemption reserve amounting to ₹106 crore in three month period ended June 30, 2018, pursuant to an ordinary resolution passed after taking the consent of shareholders through postal ballot.

- **Equity shares extinguished on buy-back**

  The Company bought back 4,00,00,000 equity shares for an aggregate amount of ₹18,000 crore being 1.08% of the total paid up equity share capital at ₹4,500 per equity share. The equity shares bought back were extinguished on March 29, 2022.

  The Company bought back 5,33,33,333 equity shares for an aggregate amount of ₹16,000 crore being 1.42% of the total paid up equity share capital at ₹3,000 per equity share. The equity shares bought back were extinguished on January 6, 2021.

The Company bought back 7,61,90,476 equity shares for an aggregate amount of ₹16,000 crore being 1.99% of the total paid up equity share capital at ₹2,100 per equity share. The equity shares bought back were extinguished on September 26, 2018.

The Company bought back 5,61,40,350 equity shares for an aggregate amount of ₹16,000 crore being 2.85% of the total paid up equity share capital at ₹2,850 per equity share. The equity shares bought back were extinguished on June 7, 2017.

VI. Disclosure of Shareholding of Promoters

Disclosure of shareholding of promoters as at March 31, 2022 is as follows:

Promoter name	Shares held by promoters				% Change during the year
	As at March 31, 2022		As at March 31, 2021		
	No. of shares	% of total shares	No. of shares	% of total shares	
Tata Sons Private Limited	264,43,17,117	72.27%	266,91,25,829	72.16%	0.11%
Total	**264,43,17,117**	**72.27%**	**266,91,25,829**	**72.16%**	**0.11%**

Disclosure of shareholding of promoters as at March 31, 2021 is as follows:

Promoter name	Shares held by promoters				% Change during the year
	As at March 31, 2021		As at March 31, 2020		
	No. of shares	% of total shares	No. of shares	% of total shares	
Tata Sons Private Limited	266,91,25,829	72.16%	270,24,50,947	72.02%	0.14%
Total	**266,91,25,829**	**72.16%**	**270,24,50,947**	**72.02%**	**0.14%**

7) Leases

A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The Company accounts for each lease component within the contract as a lease separately from non-lease components of the contract and allocates the consideration in the contract to each lease component on the basis of the relative standalone price of the lease component and the aggregate standalone price of the non-lease components.

The Company recognises right-of-use asset representing its right to use the underlying asset for the lease term at the lease commencement date. The cost of the right-of-use asset measured at inception shall comprise of the amount of the initial measurement of the lease liability adjusted for any lease payments made at or before the commencement date less any lease incentives received, plus any initial direct costs incurred and an estimate of costs to be incurred by the lessee in dismantling and removing the underlying asset or restoring the underlying asset or site on which it is located. The right-of-use asset is subsequently measured at cost less any accumulated depreciation, accumulated impairment losses, if any and adjusted for any remeasurement of the lease liability. The right-of-use asset is depreciated using the straight-line method from the commencement date over the shorter of lease term or useful life of right-of-use asset. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. Right-of-use assets are tested for impairment whenever there is any indication that their carrying amounts may not be recoverable. Impairment loss, if any, is recognised in the statement of profit and loss.

The Company measures the lease liability at the present value of the lease payments that are not paid at the commencement date of the lease. The lease payments are discounted using the interest rate implicit in the lease, if that rate can be readily determined. If that rate cannot be readily determined, the Company uses incremental borrowing rate. For leases with reasonably similar characteristics, the Company, on a lease-by-lease basis, may adopt either the incremental borrowing rate specific to the lease or the incremental borrowing rate for the portfolio as a whole. The lease payments shall include fixed payments, variable lease payments, residual value guarantees, exercise price of a purchase option where the Company is reasonably certain to exercise that option and payments of penalties for terminating the lease, if the lease term reflects the lessee exercising an option to terminate the lease. The lease liability is subsequently remeasured by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect the lease payments made and remeasuring the carrying amount to reflect any reassessment or lease modifications or to reflect revised in-substance fixed lease payments. The Company recognises the amount of the re-measurement of lease liability due to modification as an adjustment to the right-of-use asset and statement of profit and loss depending upon the nature of modification. Where the carrying amount of the right-of-use asset is reduced to zero and there is a further reduction in the measurement of the lease liability, the Company recognises any remaining amount of the re-measurement in statement of profit and loss.

The Company has elected not to apply the requirements of Ind AS 116 Leases to short-term leases of all assets that have a lease term of 12 months or less and leases for which the underlying asset is of low value. The lease payments associated with these leases are recognised as an expense on a straight-line basis over the lease term.

Company as a lessor

At the inception of the lease the Company classifies each of its leases as either an operating lease or a finance lease. The Company recognises lease payments received under operating leases as income on a straight-line basis over the lease term. In case of a finance lease, finance income is recognised over the lease term based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the lease. When the Company is an intermediate lessor it accounts for its interests in the head lease and the sub-lease separately. It assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Company applies the exemption described above, then it classifies the sub-lease as an operating lease.

If an arrangement contains lease and non-lease components, the Company applies Ind AS 115 Revenue from contracts with customers to allocate the consideration in the contract.

The details of the right-of-use assets held by the Company is as follows:

(₹ crore)

	Additions for the year ended March 31, 2022	Net carrying amount as at March 31, 2022
Leasehold land	100	774
Buildings	779	4,860
Leasehold improvement	-	4
Computer equipment	3	66
Software licences	145	133
Vehicles*	-	-
	1,027	**5,837**

*Represents value less than ₹0.50 crore.

(₹ crore)

	Additions for the year ended March 31, 2021	Net carrying amount as at March 31, 2021
Leasehold land	-	682
Buildings	840	5,083
Leasehold improvement	6	6
Computer equipment	81	79
Software licences	26	25
Vehicles	1	1
	954	**5,876**

Depreciation on right-of-use assets is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Leasehold land	9	8
Buildings	991	995
Leasehold improvement	3	3
Computer equipment	15	3
Software licences	38	1
Vehicles	1	1
	1,057	**1,011**

Interest on lease liabilities is ₹451 crore and ₹450 crore for the years ended March 31, 2022 and 2021, respectively.

The Company incurred ₹162 crore and ₹189 crore for the years ended March 31, 2022 and 2021, respectively, towards expenses relating to short-term leases and leases of low-value assets.

The total cash outflow for leases is ₹1,561 crore and ₹1,619 crore for the years ended March 31, 2022 and 2021, respectively, including cash outflow for short term and low value leases.

The Company has lease term extension options that are not reflected in the measurement of lease liabilities. The present value of future cash outflows for such extension periods is ₹722 crore and ₹660 crore as at March 31, 2022 and 2021, respectively.

Lease contracts entered by the Company majorly pertains for buildings taken on lease to conduct its business in the ordinary course. The Company does not have any lease restrictions and commitment towards variable rent as per the contract.

8) Non-financial assets and non-financial liabilities

(a) Property, plant and equipment

Property, plant and equipment are stated at cost comprising of purchase price and any initial directly attributable cost of bringing the asset to its working condition for its intended use, less accumulated depreciation (other than freehold land) and impairment loss, if any.

Depreciation is provided for property, plant and equipment on a straight-line basis so as to expense the cost less residual value over their estimated useful lives based on a technical evaluation. The estimated useful lives and residual values are reviewed at the end of each reporting period, with the effect of any change in estimate accounted for on a prospective basis.

The estimated useful lives are as mentioned below:

Type of asset	Useful lives
Buildings	20 years
Leasehold improvements	Lease term
Plant and equipment	10 years
Computer equipment	4 years
Vehicles	4 years
Office equipment	2-5 years
Electrical installations	4-10 years
Furniture and fixtures	5 years

Depreciation is not recorded on capital work-in-progress until construction and installation are complete and the asset is ready for its intended use.

Property, plant and equipment with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in the statement of profit and loss.

Property, plant and equipment consist of the following:

(₹ crore)

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Computer equipment	Vehicles	Office equipment	Electrical installations	Furniture and fixtures	Total
Cost as at April 1, 2021	**323**	**7,688**	**1,817**	**718**	**8,781**	**36**	**2,302**	**1,883**	**1,509**	**25,057**
Additions	-	51	86	35	1,606	-	160	33	41	2,012
Disposals	-	(2)	(18)	(1)	(462)	(1)	(67)	(44)	(38)	(633)
Cost as at March 31, 2022	**323**	**7,737**	**1,885**	**752**	**9,925**	**35**	**2,395**	**1,872**	**1,512**	**26,436**
Accumulated depreciation as at April 1, 2021	**-**	**(2,897)**	**(1,108)**	**(293)**	**(6,349)**	**(31)**	**(2,001)**	**(1,270)**	**(1,287)**	**(15,236)**
Depreciation	-	(391)	(131)	(73)	(1,172)	(3)	(151)	(140)	(99)	(2,160)
Disposals	-	2	18	-	460	1	67	43	38	629
Accumulated depreciation as at March 31, 2022	**-**	**(3,286)**	**(1,221)**	**(366)**	**(7,061)**	**(33)**	**(2,085)**	**(1,367)**	**(1,348)**	**(16,767)**
Net carrying amount as at March 31, 2022	**323**	**4,451**	**664**	**386**	**2,864**	**2**	**310**	**505**	**164**	**9,669**
Capital work-in-progress*										1,146
Total										**10,815**

*₹2,012 crore has been capitalised and transferred to property, plant and equipment during the year ended March 31, 2022.

(₹ crore)

	Freehold land	Buildings	Leasehold improvements	Plant and equipment	Computer equipment	Vehicles	Office equipment	Electrical installations	Furniture and fixtures	Total
Cost as at April 1, 2020	**323**	**7,628**	**1,824**	**667**	**7,273**	**39**	**2,263**	**1,882**	**1,510**	**23,409**
Additions	-	71	53	51	1,610	2	77	28	29	1,921
Disposals	-	(11)	(60)	-	(102)	(5)	(38)	(27)	(30)	(273)
Cost as at March 31, 2021	**323**	**7,688**	**1,817**	**718**	**8,781**	**36**	**2,302**	**1,883**	**1,509**	**25,057**
Accumulated depreciation as at April 1, 2020	**-**	**(2,518)**	**(1,042)**	**(224)**	**(5,536)**	**(32)**	**(1,868)**	**(1,152)**	**(1,202)**	**(13,574)**
Depreciation	-	(387)	(126)	(69)	(909)	(4)	(170)	(143)	(115)	(1,923)
Disposals	-	8	60	-	96	5	37	25	30	261
Accumulated depreciation as at March 31, 2021	**-**	**(2,897)**	**(1,108)**	**(293)**	**(6,349)**	**(31)**	**(2,001)**	**(1,270)**	**(1,287)**	**(15,236)**
Net carrying amount as at March 31, 2021	**323**	**4,791**	**709**	**425**	**2,432**	**5**	**301**	**613**	**222**	**9,821**
Capital work-in-progress*										861
Total										**10,682**

*₹1,921 crore has been capitalised and transferred to property, plant and equipment during the year ended March 31, 2021.

Capital work-in-progress

- **Capital work-in-progress ageing**

  Ageing for capital work-in-progress as at March 31, 2022 is as follows:

(₹ crore)

Capital work-in-progress	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	639	97	37	373	1,146
	639	**97**	**37**	**373**	**1,146**

Ageing for capital work-in-progress as at March 31, 2021 is as follows:

(₹ crore)

Capital work-in-progress	Amount in capital work-in-progress for a period of				Total
	Less than 1 year	1 - 2 years	2 - 3 years	More than 3 years	
Projects in progress	423	60	41	337	861
	423	**60**	**41**	**337**	**861**

- Project execution plans are modulated basis capacity requirement assessment on an annual basis and all the projects are executed as per rolling annual plan.

(b) Intangible assets

Intangible assets purchased are measured at cost as at the date of acquisition, as applicable, less accumulated amortisation and accumulated impairment, if any.

Intangible assets consist of rights under licensing agreement and software licences which are amortised over licence period which equates the economic useful life ranging between 2-5 years on a straight-line basis over the period of its economic useful life.

Intangible assets with finite life are evaluated for recoverability whenever there is any indication that their carrying amounts may not be recoverable. If any such indication exists, the recoverable amount (i.e. higher of the fair value less cost to sell and the value-in-use) is determined on an individual asset basis unless the asset does not generate cash flows that are largely independent of those from other assets. In such cases, the recoverable amount is determined for the cash generating unit (CGU) to which the asset belongs.

If the recoverable amount of an asset (or CGU) is estimated to be less than its carrying amount, the carrying amount of the asset (or CGU) is reduced to its recoverable amount. An impairment loss is recognised in the statement of profit and loss.

Intangible assets consist of the following:

(₹ crore)

	Rights under licensing agreement and software licences
Cost as at April 1, 2021	**580**
Additions	961
Disposals / Derecognised	(11)
Cost as at March 31, 2022	**1,530**
Accumulated amortisation as at April 1, 2021	**(218)**
Amortisation	(305)
Disposals / Derecognised	11
Accumulated amortisation as at March 31, 2021	**(512)**
Net carrying amount as at March 31, 2022	**1,018**

(₹ crore)

	Rights under licensing agreement and software licences
Cost as at April 1, 2020	**401**
Additions	242
Disposals / Derecognised	(63)
Cost as at March 31, 2021	**580**
Accumulated amortisation as at April 1, 2020	**(162)**
Amortisation	(119)
Disposals / Derecognised	63
Accumulated amortisation as at March 31, 2021	**(218)**
Net carrying amount as at March 31, 2021	**362**

The estimated amortisation for years subsequent to March 31, 2022 is as follows:

(₹ crore)

Year ending March 31,	Amortisation expense
2023	421
2024	375
2025	203
2026	19
	1,018

(c) Other assets

Other assets consist of the following:

Other assets – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Capital advances	75	65
Advances to related parties	23	33
Contract assets	136	120
Prepaid expenses	1,197	527
Contract fulfillment costs	81	137
Others	285	391
	1,797	**1,273**
Advances to related parties, considered good, comprise:		
Voltas Limited	-*	2
Tata Realty and Infrastructure Ltd	-*	-*
Tata Projects Limited	23	30
Titan Engineering and Automation Limited	-*	-*

*Represents value less than ₹0.50 crore.

Other assets – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Considered good		
Advance to suppliers	117	83
Advance to related parties	8	10
Contract assets	3,334	2,931
Prepaid expenses	2,735	4,260
Prepaid rent	7	6
Contract fulfillment costs	616	534
Indirect taxes recoverable	1,001	1,172
Others	214	221
Considered doubtful		
Advance to suppliers	2	3
Other advances	2	2
Less: Allowance on doubtful assets	(4)	(5)
	8,032	**9,217**
Advance to related parties, considered good comprise:		
The Titan Company Limited	-	2
Tata AIG General Insurance Company Limited	1	1
Tata Sons Private Limited	7	7

Non-current – Others includes advance of ₹271 crore and ₹369 crore towards acquiring right-of-use of leasehold land as at March 31, 2022 and 2021, respectively.

Contract fulfillment costs of ₹564 crore and ₹358 crore for the years ended March 31, 2022 and 2021, respectively, have been amortised in the standalone statement of profit and loss. Refer note 10 for the changes in contract asset.

(d) Inventories

Inventories consists of a) Raw materials, sub-assemblies and components, b) Work-in-progress, c) Stores and spare parts and d) Finished goods. Inventories are carried at lower of cost and net realisable value. The cost of raw materials, sub-assemblies and components is determined on a weighted average basis. Cost of finished goods produced or purchased by the Company includes direct material and labour cost and a proportion of manufacturing overheads.

Inventories consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Raw materials, sub-assemblies and components	16	7
Finished goods and work-in-progress	3	-*
	19	**7**

*Represents value less than ₹0.50 crore.

(e) Other liabilities

Other liabilities consist of the following:

Other liabilities – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Advance received from customers	473	156
Indirect taxes payable and other statutory liabilities	2,271	2,537
Tax liability on buy-back of equity shares*	4,192	-
Others	97	27
	7,033	**2,720**

*Refer note 6(n).

(f) Provisions

Provisions consist of the following:

Provisions – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Provision towards legal claim (Refer note 19)	1,249	1,211
Provision for foreseeable loss	125	127
Other provisions	3	12
	1,377	**1,350**

9) Other equity

Other equity consist of the following:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Capital reserve*	**-**	**-**
Capital redemption reserve		
Opening balance	**13**	**8**
Transfer from retained earnings	4	5
	17	**13**
Special Economic Zone re-investment reserve		
Opening balance	**2,538**	**1,594**
Transfer from retained earnings	9,407	5,058
Transfer to retained earnings	(4,658)	(4,114)
	7,287	**2,538**
Retained earnings		
Opening balance	**70,928**	**71,532**
Profit for the year	38,187	30,960
Remeasurement of defined employee benefit plans	141	(13)
Expenses for buy-back of equity shares[1]	(49)	(31)
Tax on buy-back of equity shares[1]	(4,192)	(3,726)
Buy-back of equity shares[1]	(17,996)	(15,995)
Transfer from Special Economic Zone re-investment reserve	4,658	4,114
	91,677	86,841

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Less: Appropriations		
Dividend on equity shares	13,317	10,850
Transfer to capital redemption reserve[1]	4	5
Transfer to Special Economic Zone re-investment reserve	9,407	5,058
	68,949	**70,928**
Investment revaluation reserve		
Opening balance	**916**	**882**
Change during the year (net)	(336)	34
	580	**916**
Cash flow hedging reserve (Refer note 6(l))		
Opening balance	**29**	**(23)**
Change during the year (net)	(55)	52
	(26)	**29**
	76,807	**74,424**

*Represents value less than ₹0.50 crore.

[1]Refer Note 6(n).

10) Revenue recognition

The Company earns revenue primarily from providing IT services, consulting and business solutions. The Company offers a consulting-led, cognitive powered, integrated portfolio of IT, business and engineering services and solutions.

Revenue is recognised upon transfer of control of promised products or services to customers in an amount that reflects the consideration which the Company expects to receive in exchange for those products or services.

- Revenue from time and material and job contracts is recognised on output basis measured by units delivered, efforts expended, number of transactions processed, etc.
- Revenue related to fixed price maintenance and support services contracts where the Company is standing ready to provide services is recognised based on time elapsed mode and revenue is straight-lined over the period of performance.
- In respect of other fixed-price contracts, revenue is recognised using percentage-of-completion method (‘POC method’) of accounting with contract costs incurred determining the degree of completion of the performance obligation. The contract costs used in computing the revenues include cost of fulfilling warranty obligations.
- Revenue from the sale of distinct internally developed software and manufactured systems and third party software is recognised upfront at the point in time when the system / software is delivered to the customer. In cases where implementation and / or customisation services rendered significantly modifies or customises the software, these services and software are accounted for as a single performance obligation and revenue is recognised over time on a POC method.
- Revenue from the sale of distinct third party hardware is recognised at the point in time when control is transferred to the customer.
- The solutions offered by the Company may include supply of third-party equipment or software. In such cases, revenue for supply of such third party products are recorded at gross or net basis depending on whether

the Company is acting as the principal or as an agent of the customer. The Company recognises revenue in the gross amount of consideration when it is acting as a principal and at net amount of consideration when it is acting as an agent.

Revenue is measured based on the transaction price, which is the consideration, adjusted for volume discounts, service level credits, performance bonuses, price concessions and incentives, if any, as specified in the contract with the customer. Revenue also excludes taxes collected from customers.

The Company's contracts with customers could include promises to transfer multiple products and services to a customer. The Company assesses the products / services promised in a contract and identifies distinct performance obligations in the contract. Identification of distinct performance obligation involves judgement to determine the deliverables and the ability of the customer to benefit independently from such deliverables.

Judgement is also required to determine the transaction price for the contract and to ascribe the transaction price to each distinct performance obligation. The transaction price could be either a fixed amount of customer consideration or variable consideration with elements such as volume discounts, service level credits, performance bonuses, price concessions and incentives. The transaction price is also adjusted for the effects of the time value of money if the contract includes a significant financing component. Any consideration payable to the customer is adjusted to the transaction price, unless it is a payment for a distinct product or service from the customer. The estimated amount of variable consideration is adjusted in the transaction price only to the extent that it is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur and is reassessed at the end of each reporting period. The Company allocates the elements of variable considerations to all the performance obligations of the contract unless there is observable evidence that they pertain to one or more distinct performance obligations.

The Company exercises judgement in determining whether the performance obligation is satisfied at a point in time or over a period of time. The Company considers indicators such as how customer consumes benefits as services are rendered or who controls the asset as it is being created or existence of enforceable right to payment for performance to date and alternate use of such product or service, transfer of significant risks and rewards to the customer, acceptance of delivery by the customer, etc.

Revenue from subsidiaries is recognised based on transaction price which is at arm's length.

Contract fulfilment costs are generally expensed as incurred except for certain software licence costs which meet the criteria for capitalisation. Such costs are amortised over the contractual period or useful life of licence, whichever is less. The assessment of this criteria requires the application of judgement, in particular when considering if costs generate or enhance resources to be used to satisfy future performance obligations and whether costs are expected to be recovered.

Contract assets are recognised when there are excess of revenues earned over billings on contracts. Contract assets are classified as unbilled receivables (only act of invoicing is pending) when there is unconditional right to receive cash, and only passage of time is required, as per contractual terms.

Unearned and deferred revenue ("contract liability") is recognised when there are billings in excess of revenues.

The billing schedules agreed with customers include periodic performance based payments and / or milestone based progress payments. Invoices are payable within contractually agreed credit period.

In accordance with Ind AS 37, the Company recognises an onerous contract provision when the unavoidable costs of meeting the obligations under a contract exceed the economic benefits to be received.

Contracts are subject to modification to account for changes in contract specification and requirements. The Company reviews modification to contract in conjunction with the original contract, basis which the transaction price could be allocated to a new performance obligation, or transaction price of an existing obligation could undergo a change. In the event transaction price is revised for existing obligation, a cumulative adjustment is accounted for.

The Company disaggregates revenue from contracts with customers by nature of services, industry verticals and geography.

Revenue disaggregation by nature of services is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Consultancy services	1,59,106	1,34,585
Sale of equipment and software licences	1,235	1,378
	1,60,341	**1,35,963**

Revenue disaggregation by industry vertical is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Banking, Financial Services and Insurance	58,614	51,189
Manufacturing	14,576	11,747
Retail and Consumer Business	26,966	22,219
Communication, Media and Technology	28,778	24,243
Life Sciences and Healthcare	18,341	14,920
Others	13,066	11,645
	1,60,341	**1,35,963**

Revenue disaggregation by geography is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Americas		
North Ame rica	90,630	76,510
Latin America	314	288
Europe		
United Kingdom	27,595	22,913
Continental Europe	17,595	15,364
Asia Pacific	11,178	9,839
India	9,547	8,102
Middle East and Africa	3,482	2,947
	1,60,341	**1,35,963**

Geographical revenue is allocated based on the location of the customers.

Information about major customers

No single customer represents 10% or more of the Company's total revenue during the years ended March 31, 2022 and 2021.

While disclosing the aggregate amount of transaction price yet to be recognised as revenue towards unsatisfied (or partially) satisfied performance obligations, along with the broad time band for the expected time to recognise those revenues, the Company has applied the practical expedient in Ind AS 115. Accordingly, the Company has not disclosed the aggregate transaction price allocated to unsatisfied (or partially satisfied) performance obligations which pertain to contracts where revenue recognised corresponds to the value transferred to customer typically involving time and material, outcome based and event based contracts.

Unsatisfied (or partially satisfied) performance obligations are subject to variability due to several factors such as terminations, changes in scope of contracts, periodic revalidations of the estimates, economic factors (changes in currency rates, tax laws etc). The aggregate value of transaction price allocated to unsatisfied (or partially satisfied) performance obligations is ₹93,546 crore out of which 56.71% is expected to be recognised as revenue in the next year and the balance thereafter. No consideration from contracts with customers is excluded from the amount mentioned above.

Changes in contract assets are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**3,051**	**3,486**
Invoices raised that were included in the contract assets balance at the beginning of the year	(2,464)	(2,795)
Increase due to revenue recognised during the year, excluding amounts billed during the year	2,828	2,332
Translation exchange difference	55	28
Balance at the end of the year	**3,470**	**3,051**

Changes in unearned and deferred revenue are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Balance at the beginning of the year	**3,161**	**2,915**
Revenue recognised that was included in the contract liability balance at the beginning of the year	(2,311)	(2,388)
Increase due to invoicing during the year, excluding amounts recognised as revenue during the year	2,735	2,602
Translation exchange difference	(12)	32
Balance at the end of the year	**3,573**	**3,161**

Reconciliation of revenue recognised with the contracted price is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Contracted price	1,62,898	1,38,292
Reductions towards variable consideration components	(2,557)	(2,329)
Revenue recognised	**1,60,341**	**1,35,963**

The reduction towards variable consideration comprises of volume discounts, service level credits, etc.

11) Other income

Dividend income is recorded when the right to receive payment is established. Interest income is recognised using the effective interest method.

Other income consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Interest income	2,555	2,383
Dividend income	3,548	2,213
Net gain on disposal / fair valuation of investments carried at fair value through profit or loss	186	193
Net gain on disposal of property, plant and equipment	25	19
Net gain on lease modification	2	89
Net foreign exchange gain	1,068	428
Rent income	21	7
Other income	81	68
	7,486	**5,400**
Interest income comprise:		
Interest on bank balances and bank deposits	256	107
Interest on financial assets carried at amortised cost	481	500
Interest on financial assets carried at fair value through OCI	1,818	1,762
Other interest (including interest on tax refunds)	-	14
Dividend income comprise:		
Dividend from subsidiaries	3,548	2,213

12) Employee benefits

Defined benefit plans

For defined benefit plans, the cost of providing benefits is determined using the Projected Unit Credit Method, with actuarial valuations being carried out at each balance sheet date. Remeasurement, comprising actuarial gains and losses, the effect of the changes to the asset ceiling and the return on plan assets (excluding interest), is reflected immediately in the balance sheet with a charge or credit recognised in other comprehensive income in the period in which they occur. Past service cost, both vested and unvested, is recognised as an expense at the earlier of (a) when the plan amendment or curtailment occurs; and (b) when the entity recognises related restructuring costs or termination benefits.

The retirement benefit obligations recognised in the balance sheet represents the present value of the defined benefit obligations reduced by the fair value of scheme assets. Any asset resulting from this calculation is limited to the present value of available refunds and reductions in future contributions to the scheme.

The Company provides benefits such as gratuity, pension and provident fund (Company managed fund) to its employees which are treated as defined benefit plans.

Defined contribution plans

Contributions to defined contribution plans are recognised as expense when employees have rendered services entitling them to such benefits.

The Company provides benefits such as superannuation and foreign defined contribution plans to its employees which are treated as defined contribution plans.

Short-term employee benefits

All employee benefits payable wholly within twelve months of rendering the service are classified as short-term employee benefits. Benefits such as salaries, wages etc. and the expected cost of ex-gratia are recognised in the period in which the employee renders the related service. A liability is recognised for the amount expected to be paid when there is a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

Compensated absences

Compensated absences which are expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as undiscounted liability at the balance sheet date. Compensated absences which are not expected to occur within twelve months after the end of the period in which the employee renders the related services are recognised as an actuarially determined liability at the present value of the defined benefit obligation at the balance sheet date.

Employee benefit expenses consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Salaries, incentives and allowances	73,115	63,006
Contributions to provident and other funds	5,734	4,321
Staff welfare expenses	2,248	1,719
	81,097	**69,046**

Employee benefit obligations consist of the following:

Employee benefit obligations – Non-current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Foreign defined benefit plans	25	19
Other employee benefit obligations	78	89
	103	**108**

Employee benefit obligations – Current

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Compensated absences	2,802	2,558
Other employee benefit obligations	42	40
	2,844	**2,598**

Employee benefit plans consist of the following:

Gratuity and pension

In accordance with Indian law, the Company operates a scheme of gratuity which is a defined benefit plan. The gratuity plan provides for a lump sum payment to vested employees at retirement, death while in employment or on termination of employment of an amount equivalent to 15 to 30 days' salary payable for each completed year of service. Vesting occurs upon completion of five continuous years of service. The Company manages the plan through a trust. Trustees administer contributions made to the trust. Certain overseas branches of the Company also provide for retirement benefit plans in accordance with the local laws.

The following table sets out the details of the defined benefit retirement plans and the amounts recognised in the financial statements:

(₹ crore)

	As at March 31, 2022				As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Change in benefit obligations								
Benefit obligations, beginning of the year	**4,313**	**1**	**19**	**4,333**	**3,636**	**2**	**16**	**3,654**
Translation exchange difference	-	-	1	1	-	-	-	-
Changes due to inter-company transfers	(3)	-	-	(3)	-	-	-	-
Service cost	536	-	5	541	460	-	4	464
Interest cost	296	-	-	296	244	-	-	244
Remeasurement of the net defined benefit liability	(190)	-	5	(185)	135	-	-	135
Benefits paid	(488)	-	(5)	(493)	(162)	(1)	(1)	(164)
Benefit obligations, end of the year	**4,464**	**1**	**25**	**4,490**	**4,313**	**1**	**19**	**4,333**

(₹ crore)

	As at March 31, 2022				As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Change in plan assets								
Fair value of plan assets, beginning of the year	**4,704**	**1**	**-**	**4,705**	**3,641**	**2**	**-**	**3,643**
Changes due to inter-company transfers	(3)	-	-	(3)	-	-	-	-
Interest income	334	-	-	334	269	-	-	269
Employers' contributions	975	-	-	975	837	-	-	837
Benefits paid	(488)	-	-	(488)	(162)	(1)	-	(163)
Remeasurement - return on plan assets excluding amount included in interest income	(5)	-	-	(5)	119	-	-	119
Fair value of plan assets, end of the year	**5,517**	**1**	**-**	**5,518**	**4,704**	**1**	**-**	**4,705**

(₹ crore)

	As at March 31, 2022				As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Funded status								
Deficit of plan assets over obligations	-	-	(25)	(25)	-	-	(19)	(19)
Surplus of plan assets over obligations	1,053	-	-	1,053	391	-	-	391
	1,053	**-**	**(25)**	**1,028**	**391**	**-**	**(19)**	**372**

(₹ crore)

	As at March 31, 2022				As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Category of assets								
Corporate bonds	1,696	-	-	1,696	1,408	-	-	1,408
Equity instruments	66	-	-	66	29	-	-	29
Government bonds and securities	2,624	-	-	2,624	2,257	-	-	2,257
Insurer managed funds	981	1	-	982	909	1	-	910
Bank balances	5	-	-	5	2	-	-	2
Others	145	-	-	145	99	-	-	99
	5,517	**1**	**-**	**5,518**	**4,704**	**1**	**-**	**4,705**

Net periodic gratuity cost, included in employee cost consists of the following components:

(₹ crore)

	As at March 31, 2022				As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Service cost	536	-	5	541	460	-	4	464
Net interest on net defined benefit asset	(38)	-	-	(38)	(25)	-	-	(25)
Net periodic gratuity / pension cost	**498**	**-**	**5**	**503**	**435**	**-**	**4**	**439**
Actual return on plan assets	**329**	**-**	**-**	**329**	**388**	**-**	**-**	**388**

Remeasurement of the net defined benefit (asset) / liability:

(₹ crore)

	As at March 31, 2022			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Actuarial (gains) and losses arising from changes in demographic assumptions	(20)	-	2	(18)
Actuarial gains arising from changes in financial assumptions	(165)	-	(1)	(166)
Actuarial (gains) and losses arising from changes in experience adjustments	(5)	-	4	(1)
Remeasurement of the net defined benefit liability	**(190)**	**-**	**5**	**(185)**
Remeasurement - return on plan assets excluding amount included in interest income	5	-	-	5
	(185)	**-**	**5**	**(180)**

(₹ crore)

	As at March 31, 2021			
	Domestic plans Funded	Foreign plans Funded	Foreign plans Unfunded	Total
Actuarial losses arising from changes in demographic assumptions	24	-	-	24
Actuarial gains arising from changes in financial assumptions	(32)	-	-	(32)
Actuarial losses arising from changes in experience adjustments	143	-	-	143
Remeasurement of the net defined benefit liability	**135**	**-**	**-**	**135**
Remeasurement - return on plan assets excluding amount included in interest income	(119)	-	-	(119)
	16	**-**	**-**	**16**

The assumptions used in accounting for the defined benefit plan are set out below:

	As at March 31, 2022		As at March 31, 2021	
	Domestic plans	Foreign plans	Domestic plans	Foreign plans
Discount rate	7.00%	1.50%-2.70%	6.50%	0.50%-2.00%
Rate of increase in compensation levels of covered employees	6.00%	2.24%-3.80%	6.00%	1.83%-3.45%
Rate of return on plan assets	7.00%	1.50%-2.70%	6.50%	0.50%-2.00%
Weighted average duration of defined benefit obligations	8 years	3-6.4 years	10 years	3-6.9 years

Future mortality assumptions are taken based on the published statistics by the Insurance Regulatory and Development Authority of India.

The expected benefits are based on the same assumptions as are used to measure the Company's defined benefit plan obligations as at March 31, 2022. The Company does not expect to contribute to defined benefit plan obligations funds for year ending March 31, 2023 in view of adequate surplus plan assets as at March 31, 2022.

The significant actuarial assumptions for the determination of the defined benefit obligations are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

If the discount rate increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Increase of 0.50%	(159)	(190)
Decrease of 0.50%	170	206

If the expected salary growth increases / decreases by 0.50%, the defined benefit obligations would increase / (decrease) as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Increase of 0.50%	171	206
Decrease of 0.50%	(161)	(192)

The sensitivity analysis presented above may not be representative of the actual change in the defined benefit obligations as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated.

Furthermore, in presenting the above sensitivity analysis, the present value of the defined benefit obligations has been calculated using the Projected Unit Credit Method at the end of the reporting period, which is the same as that applied in calculating the defined benefit obligation liability recognised in the balance sheet.

Each year an Asset-Liability matching study is performed in which the consequences of the strategic investment policies are analysed in terms of risk and return profiles. Investment and contribution policies are integrated within this study.

The defined benefit obligations shall mature after the year ended March 31, 2022 as follows:

(₹ crore)

Year ending March 31,	Defined benefit obligations
2023	455
2024	377
2025	396
2026	386
2027	392
2028-2032	1,909

Provident fund

In accordance with Indian law, all eligible employees of the Company in India are entitled to receive benefits under the provident fund plan in which both the employee and employer (at a determined rate) contribute monthly to a trust set up by the Company to manage the investments and distribute the amounts entitled to employees. This plan is a defined benefit plan as the Company is obligated to provide its members a rate of return which should, at the minimum, meet the interest rate declared by Government administered provident fund. A part of the Company's contribution is transferred to Government administered pension fund. The contributions made by the Company and the shortfall of interest, if any, are recognised as an expense in statement of profit and loss under employee benefit expenses. In accordance with an actuarial valuation of provident fund liabilities on the basis of guidance issued by Actuarial Society of India and based on the assumptions as mentioned below, there is no deficiency in the interest cost as the present value of the expected future earnings of the fund is greater than the expected amount to be credited to the individual members based on the expected guaranteed rate of interest of Government administered provident fund.

The details of fund and plan assets are given below:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Fair value of plan assets	22,814	20,003
Present value of defined benefit obligations	(22,814)	(20,003)
Net excess / (shortfall)	-	-

The plan assets have been primarily invested in government securities and corporate bonds.

The principal assumptions used in determining the present value obligations of interest guarantee under the deterministic approach are as follows:

	As at March 31, 2022	As at March 31, 2021
Discount rate	7.00%	6.50%
Average remaining tenure of investment portfolio	8 years	8 years
Guaranteed rate of return	8.10%	8.50%

The Company expensed ₹1,372 crore and ₹1,078 crore for the years ended March 31, 2022 and 2021, respectively, towards provident fund.

Superannuation

All eligible employees on Indian payroll are entitled to benefits under Superannuation, a defined contribution plan. The Company makes monthly contributions until retirement or resignation of the employee. The Company recognises such contributions as an expense when incurred. The Company has no further obligation beyond its monthly contribution.

The Company expensed ₹271 crore and ₹254 crore for the years ended March 31, 2022 and 2021, respectively, towards Employees' Superannuation Fund.

Foreign defined contribution plan

The Company expensed ₹885 crore and ₹658 crore for the years ended March 31, 2022 and 2021, respectively, towards foreign defined contribution plans.

13) Cost recognition

Costs and expenses are recognised when incurred and have been classified according to their nature.

The costs of the Company are broadly categorised in employee benefit expenses, cost of equipment and software licences, depreciation and amortisation expense and other expenses. Other expenses mainly include fees to external consultants, facility expenses, travel expenses, communication expenses, bad debts and advances written off, allowance for doubtful trade receivables and advances (net) and other expenses. Other expenses are aggregation of costs which are individually not material such as commission and brokerage, recruitment and training, entertainment, etc.

(a) Cost of equipment and software licences

Cost of equipment and software licences consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Raw materials, sub-assemblies and components consumed	29	14
Equipment and software licences purchased	984	1,215
	1,013	**1,229**
Finished goods and work-in-progress		
Opening stock	-*	1
Less: Closing stock	3	-*
	(3)	**1**
	1,010	**1,230**

*Represents value less than ₹0.50 crore.

(b) Other expenses

Other expenses consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Fees to external consultants	19,338	14,527
Facility expenses	1,707	1,708
Travel expenses	1,361	919
Communication expenses	1,303	1,254
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	107	185
Other expenses	8,173	6,784
	31,989	**25,377**

Other expenses include ₹3,733 crore and ₹2,944 crore for the years ended March 31, 2022 and 2021, respectively, towards sales, marketing and advertisement expenses.

(c) Corporate Social Responsibility (CSR) expenditure

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
1 Amount required to be spent by the company during the year	716	663
2 Amount of expenditure incurred on:		
(i). Construction/acquisition of any asset	-	-
(ii) On purposes other than (i) above	727	674
3 Shortfall at the end of the year	-	-
4 Total of previous years shortfall	-	-
5 Reason for shortfall	NA	NA
6 Nature of CSR activities	Disaster Relief, Education, Skilling, Employment, Entrepreneurship, Health, Wellness and Water, Sanitation and Hygiene, Heritage	
7 Details of related party transactions in relation to CSR expenditure as per relevant Accounting Standard : Contribution to TCS Foundation in relation to CSR expenditure	680	351

14) Finance costs

Finance costs consist of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Interest on lease liabilities	451	450
Interest on tax matters	7	85
Other interest costs	28	2
	486	**537**

15) Income taxes

Income tax expense comprises current tax expense and the net change in the deferred tax asset or liability during the year. Current and deferred taxes are recognised in statement of profit and loss, except when they relate to items that are recognised in other comprehensive income or directly in equity, in which case, the current and deferred tax are also recognised in other comprehensive income or directly in equity, respectively.

Current income taxes

The current income tax expense includes income taxes payable by the Company having its branches in India and overseas where it operates. The current tax payable by the Company in India is Indian income tax payable on worldwide income after taking credit for tax relief available for export operations in Special Economic Zones (SEZs).

Current income tax payable by overseas branches of the Company is computed in accordance with the tax laws applicable in the jurisdiction in which the respective branch operates. The taxes paid are generally available for set off against the Indian income tax liability of the Company's worldwide income.

Advance taxes and provisions for current income taxes are presented in the balance sheet after off-setting advance tax paid and income tax provision arising in the same tax jurisdiction and where the relevant tax paying unit intends to settle the asset and liability on a net basis.

Deferred income taxes

Deferred income tax is recognised using the balance sheet approach. Deferred income tax assets and liabilities are recognised for deductible and taxable temporary differences arising between the tax base of assets and liabilities and their carrying amount, except when the deferred income tax arises from the initial recognition of an asset or liability in a transaction that is not a business combination and affects neither accounting nor taxable profit or loss at the time of the transaction.

Deferred income tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences and the carry forward of unused tax credits and unused tax losses can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred tax assets and liabilities are measured using substantively enacted tax rates expected to apply to taxable income in the years in which the temporary differences are expected to be received or settled.

For operations carried out in SEZs, deferred tax assets or liabilities, if any, have been established for the tax consequences of those temporary differences between the carrying values of assets and liabilities and their respective tax bases that reverse after the tax holiday ends.

Deferred tax assets and liabilities are offset when they relate to income taxes levied by the same taxation authority and the relevant entity intends to settle its current tax assets and liabilities on a net basis.

Deferred tax assets include Minimum Alternate Tax (MAT) paid in accordance with the tax laws in India, to the extent it would be available for set off against future current income tax liability. Accordingly, MAT is recognised as deferred tax asset in the balance sheet when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

The income tax expense consists of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Current tax		
Current tax expense for current year	12,912	10,404
Current tax benefit pertaining to prior years	(981)	(104)
	11,931	**10,300**
Deferred tax		
Deferred tax benefit for current year	(395)	(294)
Deferred tax benefit pertaining to prior years	-	(64)
	(395)	**(358)**
	11,536	**9,942**

The reconciliation of estimated income tax expense at statutory income tax rate to income tax expense reported in statement of profit and loss is as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Profit before taxes	49,723	40,902
Indian statutory income tax rate	34.94%	34.94%
Expected income tax expense	17,375	14,293
Tax effect of adjustments to reconcile expected income tax expense to reported income tax expense		
Tax holidays	(4,604)	(4,708)
Income exempt from tax	(1,240)	(773)
Undistributed earnings in branches	(232)	26
Tax on income at different rates	1,107	1,103
Tax pertaining to prior years	(981)	(168)
Others (net)	111	169
Total income tax expense	**11,536**	**9,942**

The Company benefits from the tax holiday available for units set up under the Special Economic Zone Act, 2005. These tax holidays are available for a period of fifteen years from the date of commencement of operations. Under the SEZ scheme, the unit which begins providing services on or after April 1, 2005 will be eligible for deductions of 100% of profits or gains derived from export of services for the first five years, 50% of such profit or gains for a further period of five years and 50% of such profits or gains for the balance period of five years subject to fulfillment of certain conditions. From April 1, 2011 profits from units set up under SEZ scheme are subject to Minimum Alternate Tax (MAT).

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2022 are as follows:

(₹ crore)

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Adjustments / utilisation	Closing balance
Deferred tax assets / (liabilities) in relation to					
Property, plant and equipment and intangible assets	290	84	-	-	374
Provision for employee benefit obligations	639	94	-	-	733
Cash flow hedges	(8)	-	16	-	8
Receivables, financial assets at amortised cost	336	36	-	-	372
MAT credit entitlement	1,710	-	-	(736)	974
Branch profit tax	(310)	233	-	-	(77)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(500)	-	180	-	(320)
Lease liabilities	210	(29)	-	-	181
Others	428	(23)	-	-	405
	2,795	**395**	**196**	**(736)**	**2,650**

Gross deferred tax assets and liabilities are as follows:

(₹ crore)

As at March 31, 2022	Assets	Liabilities	Net
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and Intangible assets	426	52	374
Provision for employee benefit obligations	733	-	733
Cash flow hedges	8	-	8
Receivables, financial assets at amortised cost	372	-	372
MAT credit entitlement	974	-	974
Branch profit tax	-	77	(77)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(320)	-	(320)
Lease liabilities	181	-	181
Others	405	-	405
	2,779	**129**	**2,650**

Significant components of net deferred tax assets and liabilities for the year ended March 31, 2021 are as follows:

(₹ crore)

	Opening balance	Recognised in profit and loss	Recognised in / reclassified from other comprehensive income	Adjustments / utilisation	Closing balance
Deferred tax assets / (liabilities) in relation to					
Property, plant and equipment and intangible assets	162	128	-	-	290
Provision for employee benefit obligations	468	171	-	-	639
Cash flow hedges	7	-	(15)	-	(8)
Receivables, financial assets at amortised cost	327	9	-	-	336
MAT credit entitlement	1,049	64	-	597	1,710
Branch profit tax	(284)	(26)	-	-	(310)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(483)	-	(17)	-	(500)
Lease liabilities	308	(98)	-	-	210
Others	318	110	-	-	428
	1,872	**358**	**(32)**	**597**	**2,795**

Gross deferred tax assets and liabilities are as follows:

(₹ crore)

As at March 31, 2021	Assets	Liabilities	Net
Deferred tax assets / (liabilities) in relation to			
Property, plant and equipment and Intangible assets	345	55	290
Provision for employee benefit obligations	639	-	639
Cash flow hedges	(8)	-	(8)
Receivables, financial assets at amortised cost	336	-	336
MAT credit entitlement	1,710	-	1,710
Branch profit tax	-	310	(310)
Unrealised gain on securities carried at fair value through profit or loss / other comprehensive income	(500)	-	(500)
Lease liabilities	210	-	210
Others	428	-	428
	3,160	**365**	**2,795**

Under the Income-tax Act, 1961, the Company is liable to pay Minimum Alternate Tax in the tax holiday period. MAT paid can be carried forward for a period of 15 years and can be set off against the future tax liabilities. MAT is recognised as a deferred tax asset only when the asset can be measured reliably and it is probable that the future economic benefit associated with the asset will be realised.

Direct tax contingencies

The Company has ongoing disputes with income tax authorities in India and in some of the other jurisdictions where it operates. The disputes relate to tax treatment of certain expenses claimed as deduction, computation or eligibility of tax incentives and allowances and characterisation of fees for services received. The Company has recognised contingent liability in respect of tax demands received from direct tax authorities in India and other jurisdictions of ₹1,616 crore and ₹891 crore as at March 31, 2022 and 2021, respectively. These demand orders are being contested by the Company based on the management evaluation and advise of tax consultants. In respect of tax contingencies of ₹318 crore and ₹318 crore as at March 31, 2022 and 2021, respectively, not included above, the Company is entitled to an indemnification from the seller of TCS e-Serve Limited.

The Company periodically receives notices and inquiries from income tax authorities related to the Company's operations in the jurisdictions it operates in. The Company has evaluated these notices and inquiries and has concluded that any consequent income tax claims or demands by the income tax authorities will not succeed on ultimate resolution.

The number of years that are subject to tax assessments varies depending on tax jurisdiction. The major tax jurisdictions of Tata Consultancy Services Limited include India, United States of America and United Kingdom. In India, tax filings from fiscal 2018 are generally subject to examination by the tax authorities. In United States of America, the federal statute of limitation applies to fiscals 2018 and earlier and applicable state statutes of limitation vary by state. In United Kingdom, the statute of limitation generally applies to fiscal 2018 and earlier.

16) Earnings per share

Basic earnings per share is computed by dividing profit or loss attributable to equity shareholders of the Company by the weighted average number of equity shares outstanding during the year. The Company did not have any potentially dilutive securities in any of the years presented.

	Year ended March 31, 2022	Year ended March 31, 2021
Profit for the year (₹ crore)	38,187	30,960
Weighted average number of equity shares	369,88,32,195	374,01,10,733
Basic and diluted earnings per share (₹)	103.24	82.78
Face value per equity share (₹)	1	1

17) Auditor's remuneration

Auditor's remuneration consists of the following:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Auditor	9	9
For taxation matters	1	1
For company law matters	-	-
For other services	4	4
For reimbursement of expenses	1	1

18) Segment information

The Company publishes the standalone financial statements of the Company along with the consolidated financial statements. In accordance with Ind AS 108, Operating Segments, the Company has disclosed the segment information in the consolidated financial statements.

19) Commitments and contingencies

Capital commitments

The Company has contractually committed (net of advances) ₹1,315 crore and ₹1,009 crore as at March 31, 2022 and 2021, respectively, for purchase of property, plant and equipment.

Contingencies

- **Direct tax matters**

  Refer note 15.

- **Indirect tax matters**

  The Company has ongoing disputes with tax authorities mainly relating to treatment of characterisation and classification of certain items. The Company has demands amounting to ₹500 crore and ₹495 crore as at March 31, 2022 and 2021, respectively, from various indirect tax authorities which are being contested by the Company based on the management evaluation and advice of tax consultants.

- **Other claims**

  Claims aggregating ₹235 crore and ₹105 crore as at March 31, 2022 and 2021, respectively, against the Company have not been acknowledged as debts.

  In addition to above, in October 2014, Epic Systems Corporation (referred to as Epic) filed a legal claim against the Company in the Court of Western District Madison, Wisconsin alleging unauthorised access to and download of their confidential information and use thereof in the development of the Company's product MedMantra. In April 2016, the Company received an unfavourable jury verdict awarding damages of ₹7,115 crore (US $940 million) to Epic which was thereafter reduced by the Trial Court to ₹3,179 crore (US $420 million). Pursuant to reaffirmation of the District Court order in March 2019, the Company filed an appeal in the Appeals Court to fully set aside the Order. Epic also filed a cross appeal challenging the reduction by the District Court judge of ₹757 crore (US $100 million) award and ₹1,514 crore (US $200 million) in punitive damages. On August 20, 2020, the Appeals Court vacated the award of ₹2,119 crore (US $280 million) in punitive damages considering the award to be constitutionally excessive and remanded the case back to District Court with instructions to reassess and reduce the punitive damages award to at most ₹1,060 crore (US $140 million), affirmed the District Court's decision vacating the jury's award of ₹757 crore (US $100 million) in compensatory damages for alleged use of "other confidential information" by the Company, and affirmed the District Court's decision upholding the jury's award of ₹1,060 crore (US $140 million) in compensatory damages for use of the comparative analysis by the Company. The proceedings for assessing punitive damages have been remanded back to the District Court. Both the Company and Epic have filed their briefs at the District Court in relation to punitive damages. The matter is under consideration by the District Court. On April 8, 2021, Epic approached the Supreme Court seeking review of the order of the Appeals Court vacating the award of ₹2,119 crore (US $280 million) towards punitive damages and remanding back to District Court with an instruction to reassess the punitive damages, to no more than ₹1,060 crore (US $140 million). On March 21, 2022, Supreme Court denied Epic's petition seeking review of the order. The Company will continue to pursue all legal options available in the matter. Considering all the facts and various legal precedence, on a conservative and prudent basis, the Company provided ₹1,218 crore (US $165 million) towards this legal claim in its statement of profit and loss for three month period ended September 30, 2020. This was presented as an "exceptional item" in the standalone statement of profit and loss.

Pursuant to US Court procedures, a Letter of Credit has been made available to Epic for ₹3,331 crore (US $440 million) as financial security in order to stay execution of the judgement pending post-appeal proceedings and conclusion.

- **Guarantees and letter of comfort**

  The Company has given letter of comfort to banks for credit facilities availed by its subsidiaries. As per the terms of letter of comfort, the Company undertakes not to divest its ownership interest directly or indirectly in the subsidiary and provide such managerial, technical and financial assistance to ensure continued successful operations of the subsidiary.

  The Company has provided guarantees to third parties on behalf of its subsidiaries. The Company does not expect any outflow of resources in respect of the above.

The amounts assessed as contingent liability do not include interest that could be claimed by counter parties.

20) Related party transactions

The Company's principal related parties consist of its holding company, Tata Sons Private Limited and its subsidiaries, its own subsidiaries, affiliates and key managerial personnel. The Company's material related party transactions and outstanding balances are with related parties with whom the Company routinely enter into transactions in the ordinary course of business. Refer note 21 of consolidated financial statement for list of subsidiaries of the Company.

Transactions with related parties are as follows:

(₹ crore)

	Year ended March 31, 2022					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Revenue from operations	40	21,358	770	2,233	-	24,401
Dividend income	-	3,548	-	-	-	3,548
Rent income	-	26	-	-	-	26
Other income	-	44	-	-	-	44
Purchases of goods and services (including reimbursements)	-	11,045	534	159	-	11,738
Brand equity contribution	100	-	-	-	-	100
Facility expenses	1	101	19	45	-	166
Lease rental	-	-	73	24	-	97
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	-	(3)	1	-	(2)
Contribution and advance to post employment benefit plans	-	-	-	-	2,322	2,322
Purchase of property, plant and equipment	-	-	15	147	-	162
Advances given	-	2	3	6	-	11
Advances recovered	-	1	3	17	-	21
Advances taken	-	158	-	1	-	159
Dividend paid	9,609	-	5	2	-	9,616
Guarantees given	-	29	-	-	-	29
Buy-back of shares	11,164	-	4	6	-	11,174
Cost recovery	-	2,799	-	-	-	2,799
Sale of property, plant and equipment	-	1	-	-	-	1

(₹ crore)

	Year ended March 31, 2021					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Revenue from operations	35	18,245	591	1,752	-	20,623
Dividend income	-	2,215	-	-	-	2,215
Rent income	-	12	-	-	-	12
Other income	-	40	-	-	-	40
Purchases of goods and services (including reimbursements)	1	8,798	444	355	-	9,598
Brand equity contribution	100	-	-	-	-	100
Facility expenses	-	87	17	42	-	146
Lease rental	1	-	36	45	-	82
Bad debts and advances written off, allowance for doubtful trade receivables and advances (net)	-	-	3	-	-	3
Contribution and advance to post employment benefit plans	-	-	-	-	5,913	5,913
Purchase of property, plant and equipment	-	-	3	88	-	91
Advances given	-	-	1	6	-	7
Advances recovered	-	-	1	10	-	11
Advances taken	-	3	1	4	-	8
Dividend paid	7,817	-	4	3	-	7,824
Guarantees given	-	1	-	-	-	1
Buy-back of shares	9,998	-	4	-	-	10,002
Sale / Redemption of investments	-	12	-	-	-	12
Purchase of investments	-	224	-	-	-	224
Cost recovery	-	2,840	-	-	-	2,840

Balances receivable from related parties are as follows:

(₹ crore)

	As at March 31, 2022					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade receivables and contract assets	11	6,704	242	673	-	7,630
Loans, other financial assets and other assets	10	157	52	30	-	249
	21	**6,861**	**294**	**703**	**-**	**7,879**

(₹ crore)

	As at March 31, 2021					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade receivables and contract assets	8	4,392	255	519	-	5,174
Loans, other financial assets and other assets	9	65	21	62	-	157
	17	**4,457**	**276**	**581**	**-**	**5,331**

Balances payable to related parties are as follows:

(₹ crore)

	As at March 31, 2022					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	92	5,067	499	111	-	5,769
Commitments and guarantees	-	4,610	37	201	-	4,848

(₹ crore)

	As at March 31, 2021					
	Tata Sons Private Limited	Subsidiaries of the Company	Subsidiaries of Tata Sons Private Limited	Associates / joint ventures of Tata Sons Private Limited and their subsidiaries	Other related parties	Total
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities	91	3,604	296	393	-	4,384
Commitments and guarantees	-	4,669	10	270	-	4,949

Material related party transactions are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Revenue from operations		
Tata Consultancy Services Sverige AB	2,172	1,939
Tata Consultancy Services Canada Inc.	2,804	2,034
Tata Consultancy Services Deutschland GmbH	3,038	2,504
Tata Consultancy Services Netherlands BV	3,006	2,848
Jaguar Land Rover Limited	1,500	1,093
Tata Consultancy Services Switzerland Ltd.	2,285	1,786
Purchases of goods and services (including reimbursements)		
Tata America International Corporation	3,156	2,803
Tata Consultancy Services De Mexico S.A.,De C.V.	2,130	1,637
TCS Foundation	679	350
Dividend income		
Tata America International Corporation	707	1,002
Tata Consultancy Services Canada Inc.	649	193
Tata Consultancy Services Netherlands BV	646	405
TCS Iberoamerica SA	682	374

Material related party balances are as follows:

(₹ crore)

	As at March 31, 2022	As at March 31, 2021
Trade receivables and contract assets		
Tata America International Corporation	1,291	456
Tata Consultancy Services Sverige AB	88	219
Tata Consultancy Services France	1,063	1,028
Tata Consultancy Services Netherlands BV	594	244
Tata Consultancy Services Asia Pacific Pte Ltd.	345	271
Diligenta Limited	745	594
Jaguar Land Rover Limited	379	290
Trade payables, unearned and deferred revenue, other financial liabilities and other liabilities		
Tata America International Corporation	2,044	1,519
Tata Consultancy Services De Mexico S.A.,De C.V.	433	168

Transactions with key management personnel are as follows:

(₹ crore)

	Year ended March 31, 2022	Year ended March 31, 2021
Short-term benefits	53	43
Dividend paid during the year	1	1
	54	**44**

The remuneration of directors and key executives is determined by the remuneration committee having regard to the performance of individuals and market trends.

The above figures do not include provisions for encashable leave, gratuity and premium paid for group health insurance, as separate actuarial valuation / premium paid are not available.

21) The sitting fees and commission paid to non-executive directors is ₹12 crore and ₹10 crore as at March 31, 2022 and 2021, respectively.

22) The Indian Parliament has approved the Code on Social Security, 2020 which would impact the contributions by the company towards Provident Fund and Gratuity. The Ministry of Labour and Employment had released draft rules for the Code on Social Security, 2020 on November 13, 2020, and invited suggestions from stakeholders which are under consideration by the Ministry. The Company will assess the impact and its evaluation once the subject rules are notified. The Company will give appropriate impact in its financial statements in the period in which, the Code becomes effective and the related rules to determine the financial impact are published.

23) Additional Regulatory Information

- **Ratios**

Ratio	Numerator	Denominator	Current year	Previous year
Current ratio (in times)	Total current assets	Total current liabilities	2.5	2.9
Debt-Equity ratio (in times)	Debt consists of borrowings and lease liabilities.	Total equity	0.1	0.1
Debt service coverage ratio (in times)	Earning for Debt Service = Net Profit after taxes + Non-cash operating expenses + Interest + Other non-cash adjustments	Debt service = Interest and lease payments + Principal repayments	23.2	20.4
Return on equity ratio (in %)	Profit for the year less Preference dividend (if any)	Average total equity	50.3%	41.5%
Trade receivables turnover ratio (in times)	Revenue from operations	Average trade receivables	4.8	4.2
Trade payables turnover ratio (in times)	Cost of equipment and software licences + Other expenses	Average trade payables	3.7	3.2
Net capital turnover ratio (in times)	Revenue from operations	Average working capital (i.e. Total current assets less Total current liabilities)	2.9	2.5

Ratio	Numerator	Denominator	Current year	Previous year
Net profit ratio (in %)	Profit for the year	Revenue from operations	23.8%	22.8%
Return on capital employed (in %)	Profit before tax and finance costs	Capital employed = Net worth + Lease liabilities + Deferred tax liabilities	60.4%	51.1%
Return on investment (in %)	Income generated from invested funds	Average invested funds in treasury investments	6.1%	6.5%

24) Dividends

Dividends paid during the year ended March 31, 2022 include an amount of ₹15.00 per equity share towards final dividend for the year ended March 31, 2021 and an amount of ₹21.00 per equity share towards interim dividends for the year ended March 31, 2022. Dividends paid during the year ended March 31, 2021 include an amount of ₹6.00 per equity share towards final dividend for the year ended March 31, 2020 and an amount of ₹23.00 per equity share towards interim dividends (including special dividend) for the year ended March 31, 2021.

Dividends declared by the Company are based on the profit available for distribution. On April 11, 2022, the Board of Directors of the Company have proposed a final dividend of ₹22.00 per share in respect of the year ended March 31, 2022 subject to the approval of shareholders at the Annual General Meeting, and if approved, would result in a cash outflow of approximately ₹8,050 crore.

As per our report of even date attached

For **B S R & Co. LLP**
Chartered Accountants
Firm's registration no:101248W/W-100022

Amit Somani
Partner
Membership No: 060154

Mumbai, April 11, 2022

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Statement pursuant to first proviso to sub-section (3) of section 129 of the Companies Act 2013, read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-1 relating to subsidiary companies

Sr. No.	Name of the Subsidiary Company	Date of becoming subsidiary	Start date of accounting period of subsidiary	End date of accounting period of subsidiary	Reporting Currency	Exchange Rate	Share Capital	Reserves and Surplus	Total Assets	Total Liabilities	Investments	Turnover	Profit before Tax	Provision for Tax	Profit after Tax	Proposed Dividend	% of Shareholding	Country
							₹ crore											
1	APTOnline Limited	August 9, 2004	April 1, 2021	March 31, 2022	INR	1.000000	2	108	190	80	32	135	21	3	18	-	89%	India
2	MP Online Limited	September 8, 2006	April 1, 2021	March 31, 2022	INR	1.000000	1	120	158	37	121	77	24	6	18	-	89%	India
3	C-Edge Technologies Limited	January 19, 2006	April 1, 2021	March 31, 2022	INR	1.000000	10	303	394	81	-	322	98	25	73	-	51%	India
4	MahaOnline Limited	September 23, 2010	April 1, 2021	March 31, 2022	INR	1.000000	3	77	134	54	34	3	2	1	1	-	74%	India
5	TCS e-Serve International Limited	December 31, 2008	April 1, 2021	March 31, 2022	INR	1.000000	10	146	1,052	896	90	1,889	115	27	88	-	100%	India
6	Diligenta Limited	August 23, 2005	January 1, 2021	December 31, 2021	GBP	99.374057	10	1,392	2,696	1,294	293	3,730	8	-	8	-	100%	U.K.
7	Tata Consultancy Services Canada Inc.	October 1, 2009	April 1, 2021	March 31, 2022	CAD	60.450647	43	791	2,412	1,578	-	8,022	664	172	492	-	100%	Canada
8	Tata America International Corporation	August 9, 2004	April 1, 2021	March 31, 2022	USD	75.696300	2	1,217	4,061	2,842	305	3,845	983	253	730	-	100%	U.S.A.
9	Tata Consultancy Services Asia Pacific Pte Ltd.	August 9, 2004	April 1, 2021	March 31, 2022	USD	75.696300	33	864	1,560	663	819	2,458	206	17	189	-	100%	Singapore
10	Tata Consultancy Services (China) Co., Ltd.	November 16, 2006	January 1, 2021	December 31, 2021	CNY	11.933644	241	19	396	136	-	884	25	10	15	-	93.2%	China
11	Tata Consultancy Services Japan, Ltd.	July 1, 2014	April 1, 2021	March 31, 2022	JPY	0.620894	269	1,207	2,676	1,200	-	4,663	358	111	247	-	66%	Japan
12	Tata Consultancy Services Malaysia Sdn Bhd	August 9, 2004	April 1, 2021	March 31, 2022	MYR	17.995935	4	70	196	122	-	430	4	3	1	-	100%	Malaysia
13	PT Tata Consultancy Services Indonesia	October 5, 2006	April 1, 2021	March 31, 2022	IDR	0.005268	1	31	84	52	-	100	21	8	13	-	100%	Indonesia
14	Tata Consultancy Services (Philippines) Inc.	September 19, 2008	April 1, 2021	March 31, 2022	PHP	1.462589	(40)	153	443	330	-	775	61	8	53	-	100%	Philippines
15	Tata Consultancy Services (Thailand) Limited	May 12, 2008	April 1, 2021	March 31, 2022	THB	2.270265	2	6	52	44	-	110	3	1	2	-	100%	Thailand
16	Tata Consultancy Services Belgium	August 9, 2004	April 1, 2021	March 31, 2022	EUR	84.302958	2	424	809	383	-	2,241	129	34	95	-	100%	Belgium
17	Tata Consultancy Services Deutschland GmbH	August 9, 2004	April 1, 2021	March 31, 2022	EUR	84.302958	1	630	1,795	1,164	-	6,018	470	145	325	-	100%	Germany

Statement pursuant to first proviso to sub-section (3) of section 129 of the Companies Act 2013,read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-1 relating to subsidiary companies

Sr. No.	Name of the Subsidiary Company	Date of becoming subsidiary	Start date of accounting period of subsidiary	End date of accounting period of subsidiary	Reporting Currency	Exchange Rate	Share Capital	Reserves and Surplus	Total Assets	Total Liabilities	Investments	Turnover	Profit before Tax	Provision for Tax	Profit after Tax	Proposed Dividend	% of Shareholding	Country
							₹ crore											
18	Tata Consultancy Services Sverige AB	August 9, 2004	April 1, 2021	March 31, 2022	SEK	8.160446	-	887	1,290	403	-	3,786	196	43	153	-	100%	Sweden
19	Tata Consultancy Services Netherlands BV	August 9, 2004	April 1, 2021	March 31, 2022	EUR	84.302958	556	2,080	4,081	1,445	1,645	5,794	599	79	520	-	100%	Netherlands
20	Tata Consultancy Services Italia s.r.l.	August 9, 2004	April 1, 2021	March 31, 2022	EUR	84.302958	19	55	175	101	-	386	30	14	16	-	100%	Italy
21	Tata Consultancy Services Luxembourg S.A.	October 28, 2005	April 1, 2021	March 31, 2022	EUR	84.302958	47	62	214	105	-	716	74	22	52	-	100%	Capellen (G.D. de Luxembourg)
22	Tata Consultancy Services Switzerland Ltd.	October 31, 2006	April 1, 2021	March 31, 2022	CHF	81.771956	12	693	1,469	764	-	3,716	250	42	208	-	100%	Switzerland
23	Tata Consultancy Services Osterreich GmbH	March 9, 2012	April 1, 2021	March 31, 2022	EUR	84.302958	-	3	43	40	-	67	(2)	(1)	(1)	-	100%	Austria
24	Tata Consultancy Services Danmark ApS	March 16, 2012	April 1, 2021	March 31, 2022	DKK	11.333308	1	5	6	-	-	11	-	-	-	-	100%	Denmark
25	Tata Consultancy Services De Espana S.A.	August 9, 2004	April 1, 2021	March 31, 2022	EUR	84.302958	1	69	176	106	-	385	21	3	18	-	100%	Spain
26	Tata Consultancy Services (Portugal) Unipessoal, Limitada	July 4, 2005	April 1, 2021	March 31, 2022	EUR	84.302958	-	13	40	27	-	54	10	1	9	-	100%	Portugal
27	Tata Consultancy Services France	June 28, 2013	April 1, 2021	March 31, 2022	EUR	84.302958	4	(389)	1,387	1,772	-	2,441	37	4	33	-	100%	France
28	Tata Consultancy Services Saudi Arabia	July 2, 2015	January 1, 2021	December 31, 2021	SAR	20.178147	8	104	202	90	-	345	(1)	4	(5)	-	100%	Saudi Arabia
29	Tata Consultancy Services (Africa) (PTY) Ltd.	October 23, 2007	January 1, 2021	December 31, 2021	ZAR	5.231149	7	49	56	-	56	-	38	-	38	-	100%	South Africa
30	Tata Consultancy Services (South Africa) (PTY) Ltd.	October 31, 2007	January 1, 2021	December 31, 2021	ZAR	5.231149	9	83	519	427	-	1,038	58	17	41	-	100%	South Africa
31	TCS FNS Pty Limited	October 17, 2005	April 1, 2021	March 31, 2022	AUD	56.598124	211	(64)	147	-	2	-	42	-	42	-	100%	Australia
32	TCS Financial Solutions Beijing Co., Ltd.	December 29, 2006	January 1, 2021	December 31, 2021	CNY	11.933644	44	(3)	56	15	-	62	3	2	1	-	100%	China
33	TCS Financial Solutions Australia Pty Limited	October 19, 2005	April 1, 2021	March 31, 2022	AUD	56.598124	-	87	131	44	41	68	54	7	47	-	100%	Australia

Statement pursuant to first proviso to sub-section (3) of section 129 of the Companies Act 2013,read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-1 relating to subsidiary companies

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							₹ crore											
34	TCS Iberoamerica SA	August 9, 2004	April 1, 2021	March 31, 2022	USD	75.696300	745	933	1,679	1	1,645	-	763	32	731	-	100%	Uruguay
35	TCS Solution Center S.A.	August 9, 2004	January 1, 2021	December 31, 2021	UYU	1.845126	66	291	498	141	-	904	160	33	127	-	100%	Uruguay
36	Tata Consultancy Services Argentina S.A.	August 9, 2004	January 1, 2021	December 31, 2021	ARS	0.682634	3	(1)	43	41	-	44	1	-	1	-	100%	Argentina
37	Tata Consultancy Services Do Brasil Ltda	August 9, 2004	January 1, 2021	December 31, 2021	BRL	15.864257	279	45	587	263	-	1,082	116	42	74	-	100%	Brazil
38	Tata Consultancy Services De Mexico S.A., De C.V.	August 9, 2004	January 1, 2021	December 31, 2021	MXN	3.808006	1	605	1,768	1,162	-	3,178	321	322	(1)	-	100%	Mexico
39	Tata Consultancy Services Chile S.A.	August 9, 2004	January 1, 2021	December 31, 2021	CLP	0.095933	163	221	528	144	53	682	100	11	89	-	100%	Chile
40	TCS Inversiones Chile Limitada	August 9, 2004	January 1, 2021	December 31, 2021	CLP	0.095933	147	168	324	9	308	35	87	1	86	-	100%	Chile
41	TATASOLUTION CENTER S.A.	December 28, 2006	January 1, 2021	December 31, 2021	USD	75.696300	23	81	216	112	-	469	74	25	49	-	100%	Ecuador
42	TCS Uruguay S.A.	January 1, 2010	January 1, 2021	December 31, 2021	UYU	1.845126	-	117	223	106	65	510	120	8	112	-	100%	Uruguay
43	MGDC S.C.	January 1, 2010	January 1, 2021	December 31, 2021	MXN	3.808006	65	(22)	131	88	-	46	(51)	32	(83)	-	100%	Mexico
44	Tata Consultancy Services Qatar L.L.C.	December 20, 2011	January 1, 2021	December 31, 2021	QAR	20.787692	4	29	45	12	-	52	1	-	1	-	100%	Qatar
45	Tata Consultancy Services UK Limited	October 31, 2018	January 1, 2021	December 31, 2021	GBP	99.374057	-	27	28	1	-	-	-	-	-	-	100%	U.K.
46	TCS Business Services GmbH	March 9, 2020	April 1, 2021	March 31, 2022	EUR	84.302958	-	20	135	115	56	148	21	7	14	-	100%	Germany
47	Tata Consultancy Services Ireland Limited	December 2, 2020	January 1, 2021	December 31, 2021	EUR	84.302958	211	34	408	163	-	817	25	5	20	-	100%	Ireland
48	TCS Technology Solutions AG	January 1, 2021	January 1, 2021	December 31, 2021	EUR	84.302958	27	203	1,279	1,049	-	1,717	221	9	212	-	100%	Germany
49	Saudi Desert Rose Holding B.V.	May 26, 2021	January 1, 2021	December 31, 2021	EUR	84.302958	-	2	2	-	-	-	34	2	32	-	100%	Netherlands
50	Tata Consultancy Services Bulgaria EOOD	August 31, 2021	January 1, 2021	December 31, 2021	BGN	43.139169	-	9	25	16	-	19	10	1	9	-	100%	Bulgaria

Statement pursuant to first proviso to sub-section (3) of section 129 of the Companies Act 2013,read with rule 5 of Companies (Accounts) Rules, 2014 in the prescribed Form AOC-1 relating to subsidiary companies

Sr. No.	Name of the Subsidiary Company	Date of becoming subsidiary	Start date of accounting period of subsidiary	End date of accounting period of subsidiary	Reporting Currency	Exchange Rate	Share Capital	Reserves and Surplus	Total Assets	Total Liabilities	Investments	Turnover	Profit before Tax	Provision for Tax	Profit after Tax	Proposed Dividend	% of Shareholding	Country
							₹ crore											
51	Tata Consultancy Services Guatemala, S.A.	September 1, 2021	January 1, 2021	December 31, 2021	GTQ	9.849876	8	4	25	13	-	22	5	1	4	-	100%	Guatemala
52	TCS Foundation	March 25, 2015	April 1, 2021	March 31, 2022	INR	1.000000	1	1,466	1,476	9	85	-	379	-	379	-	100%	India

Notes:

1. Indian rupee equivalents of the figures given in foreign currencies in the accounts of the subsidiary companies, are based on the exchange rates as on March 31, 2022.
2. Tata Consultancy Services Qatar S.S.C. renamed as Tata Consultancy Services Qatar L.L.C..
3. W12 Studios Limited renamed as Tata Consultancy Services UK Limited.
4. Equity stake increased to 100% in Tata Consultancy Services Saudi Arabia on acquisition of Saudi Desert Rose Holding B.V. w.e.f. May 26, 2021.
5. Tata Consultancy Services Ireland Limited incorporated a wholly owned subsidiary, Tata Consultancy Services Bulgaria EOOD in Bulgaria on August 31, 2021.
6. TCS Iberoamerica SA incorporated a subsidiary, Tata Consultancy Services Guatemala, S.A. in Guatemala on September 1, 2021.
7. Postbank Systems AG renamed as TCS Technology Solutions AG.

For and on behalf of the Board

Rajesh Gopinathan
CEO and Managing Director

N Ganapathy Subramaniam
COO and Executive Director

Samir Seksaria
CFO

Pradeep Manohar Gaitonde
Company Secretary

Mumbai, April 11, 2022

Glossary

5G	Fifth generation wireless technology for digital cellular networks. 5G is expected to be much faster and enable much higher volumes of data sharing than earlier generations of cellular networks. Its massive capacity and ultra-low latency are expected to usher in an era of hyper-connectivity, enabling newer use cases such as autonomous cars, and accelerating the adoption of IoT.
ADM	See Application Development and Maintenance
Agile	A collaborative approach for IT and business teams to develop software incrementally and faster. TCS has pioneered the Location Independent Agile™ model that allows for deployment at scale, and helps globally distributed organization execute large transformational programs quickly, while ensuring stability and quality.
AgilityDebt™	AgilityDebt™ is an index developed by TCS, which uniquely indicates the burden carried by an organization that restricts its Agility. The index is arrived at based on a holistic Agile maturity assessment framework that measures the gap against required Agile talent, roles, team composition, delivery practices, Agile culture, Agile technology and DevOps enablers. TCS uses AgilityDebt™ to assess where the customer's teams are in the Agile journey, find the bottlenecks, and accelerate their Agile transformations.
Agile Workspaces	These are key enablers of TCS' Location Independent Agile model, and represent the next generation work environment that facilitate greater collaboration among teams. It is characterized by partition-less open offices, informal seating, interactive surfaces for information capture, and modern collaboration devices for increased productivity.
AI	See Artificial Intelligence
Algo Retail™	TCS' proprietary approach and suite of intellectual property that enables retailers to seamlessly integrate and orchestrate data flows across the retail value chain, harnessing the power of analytics, AI and machine learning in the areas of personalization, pricing optimization, marketing, online search and commerce to unlock exponential business value.
Amortization	An accounting concept similar to depreciation, but used to measure the consumption of intangible assets.
Analytics	In the enterprise context, this is the discovery, interpretation, and communication of meaningful patterns in business data to predict and improve business performance.
Annuity Contracts	A long-term contract which can guarantee regular payments.
APAC	Acronym for Asia Pacific
API	See Application Programming Interface

APIfication	The process of exposing a discrete business function or data within an enterprise's systems through APIs.
Application Development and Maintenance	Design, development, and deployment of custom software; ongoing support, upkeep, and enhancement of such software over its lifetime.
Application Programming Interface	A set of easily accessible protocols for communication among various software components.
AR	See Augmented Reality
Artificial Intelligence	Technology that emulates human performance by learning, coming to its own conclusions, understanding complex content, engaging in natural dialogs with people, augmenting human effort or replacing people on execution of non-routine tasks. Also known as Cognitive Computing.
ASEAN	Acronym for Association of Southeast Asian Nations
Assets Under Custody	A measure of the total assets for which a financial institution, typically a custodian bank, provides custodian services.
AUC	See Assets Under Custody
Attrition	Measures what portion of the workforce left the organization (voluntarily and involuntarily) over the last 12 months (LTM). Attrition (LTM) = Total number of departures in the LTM / closing headcount
Augmented Reality	Technology that superimposes a computer-generated image on a user's view of the real world to enrich the interaction.
Automation	The execution of work by machines in accordance with rules that have either been explicitly coded by a human or 'learned' by the machine through pattern recognition of data. Popular types include Robotic Process Automation and Cognitive Automation.
Basis Point	One hundredth of a percentage point, that is, 0.01 percent.
BFSI	Acronym for Banking, Financial Services and Insurance

Big Data	A high volume, high velocity, and/or high variety information asset that require new forms of processing to enable enhanced decision making, insight discovery, and process optimization.
Blockchain	A distributed database that maintains a continuously growing list of records, called blocks, secured from tampering and revision.
Bp	See Basis Point
BPaaS	See Business Process as a Service
BPS	See Business Process Services
Business 4.0	TCS' thought leadership framework that helps enterprises leverage technology to further their growth and transformation agenda. Successful Business 4.0 enterprises use technology to deliver mass personalization, leverage ecosystems, embrace risk and create exponential value. Such enterprises are agile, intelligent, automated and on the cloud.
Business Process as a Service	Refers to the delivery of BPS over a cloud computing model. Whereas traditional BPS relies on labor arbitrage to reduce costs, BPaaS aggregates demand using the cloud, servicing multiple customers with a single instance, multi-tenant platform and shared services, thereby delivering significant operating efficiencies. The pricing model is usually outcome based.
Business Process Services	Designing, enabling, and executing business operations including data management, analytics, interactions and experience management.
Buyback	A corporate action in which a company returns excess cash to shareholders by buying back its shares from them and usually extinguishing those shares thereafter. The company's equity share capital and the number of shares outstanding in the market correspondingly reduces.
CAGR	See Compounded Annual Growth Rate
Capital Expenditure (CapEx)	Funds used by a company to acquire, upgrade, and maintain physical assets such as property, buildings, an industrial plant, technology, or equipment.

Carbon Neutral	This describes the state of an entity whose greenhouse gas emissions to the atmosphere are balanced by activities which absorb an equivalent amount from the atmosphere; often accomplished by the use of carbon offsets.
Carbon Offset	Market-based instrument used to compensate for the emission of greenhouse gases into the atmosphere because of the organization's activity by reducing them somewhere else. Certified Emission Reductions (CERs) and Verified Emission Reductions (VERs) are some of the popular carbon offsets.
Cash and Cash Equivalents	Cash comprises cash on hand and demand / time / fixed deposits. Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value. Cash and cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.
Cash Flow	Inflows and outflows of cash and cash equivalents.
Cash Flow from Operating Activities	Primarily derived from the principal revenue producing activities. Therefore, they generally result from the transactions and other events that enter into the determination of profit or loss.
CBO	See Cognitive Business Operations
CC	See Constant Currency
Chatbots	Computer programs designed to simulate conversation with human users, especially over the internet. They are typically used in dialog systems for various practical purposes like customer service or information acquisition.
Cloud	See Cloud Computing
Cloud Computing	The delivery of easily provisionable computing resources – servers, storage, databases, networking, software, analytics and more – over the internet, consumed on a pay-as-you-go basis.
CMT	Acronym for Communication, Media and Technology

Cognitive Automation	The use of AI and machine learning to automate relatively more complex tasks that require reasoning capability and contextual awareness. TCS' ignio™ a leading cognitive automation software product in the market today.
Cognitive Business Operations (CBO)	An integrated offering where TCS takes responsibility for the outcome of an entire slice of the customers' operations including the business processes and the underlying IT infrastructure, and uses cognitive automation to transform that operational stack.
Cognitive Computing	See Artificial Intelligence
COIN	See Co-Innovation Network
Co-Innovation Network	This is an extended, global innovation ecosystem curated by TCS, to harness the innovation efforts of start-ups and academia, and incorporate them into transformational solutions built by TCS for its customers.
Compounded Annual Growth Rate (CAGR)	The annual growth rate between any two points in time, assuming that it has been compounding during that period.
Connected Clinical Trials (CCT) Platform	Part of the TCS ADD suite, CCT is an innovative software-as-a-service platform that enables life sciences companies to significantly transform patient engagement in clinical trials and improve adherence to protocols, as well as the efficiency and accountability of clinical trials.
Constant Currency	The basis for restating the current period's revenue growth after eliminating the impact of movements in exchange rates during the period.
Contextual Knowledge	This is tacit knowledge pertaining to, and specific to, the granular nuances of a customer's business and IT landscape, acquired on the job over a period of time. TCS teams use their contextual knowledge to design technology solutions that are uniquely tailored for that customer, and therefore, a potential source of competitive differentiation.

CO2e	Acronym for "Carbon dioxide equivalent". It is a standard unit for accounting greenhouse gas (GHG) emissions from carbon dioxide or another greenhouse gases, such as SOX, NOX, methane, etc.
CPG	Acronym for Consumer Packaged Goods
Core Banking System	A back-end system that processes daily banking transactions and posts updates to accounts and other financial records; typically includes deposit, loan and credit processing capabilities, with interfaces to general ledger systems and reporting tools.
Core Transformation	Modernization initiatives that target the one or more elements of the organization's operations stack consisting of business processes, software systems and underlying infrastructure, usually to enable greater agility, scalability, resilience and a superior customer experience. These are typically large in scale and scope, and entail the integrated delivery of multiple capabilities.
Cyber Security	Technologies, processes and practices designed to protect networks, computers, programs and data from attack, damage or unauthorized access.
Days' Sales Outstanding (DSO)	A popular way of depicting the Trade Receivables - billed relative to the company's Revenue. DSO = Trade Receivables - billed * 365 / LTM Revenue
Depreciation	A method of allocating the cost of a tangible long-term asset over its useful life. It is a non-cash accounting entry found in the statement of profit and loss.
DevOps	Represents a new way of working to rapidly deploy new releases of a software in production using high levels of automation and tooling. TCS recommends adoption of DevOps, along with Agile for speed to market.
Digital	Represents new age technologies such as Social Media, Mobility, Analytics, Big Data, Cloud, Artificial Intelligence and Internet of Things. Increasingly, with these technologies becoming mainstream, this word is becoming redundant.

Digital Twin	A digital replica of a physical entity. For instance, a digital twin of a factory is a virtual model of the factory built using its data, process, people information. Impact of any change in a process in the real factory can be studied by simulating the change in the digital twin.
Discretionary Spend	Also known as Change the Business (CTB) spend, it is that portion of the IT budget which is used to fund projects that are not, strictly speaking, essential for day to day operations, but are more transformational in nature. In uncertain economic times, when businesses are forced to cut spends in response to decline in income, discretionary spend is often the first to be scrutinized. However, what is considered discretionary is subjective and may differ considerably amongst businesses even within the same sector.
Distributed Ledger Technology	See Blockchain
Dividend	One form of distribution of profits earned by the Company and is usually declared as an amount per equity share held by the Shareholders. TCS has a policy of declaring quarterly interim dividends and the final dividend is approved by the shareholders in the Annual General Meeting.
DLT	See Distributed Ledger Technology
EACs	Energy Attribute Certificates (EACs) are market-based instruments that can be used by the bearer to claim renewable energy consumption. Each EAC is equivalent to 1 MWh of electricity.
Earnings Per Share	The amount of that period's Net Income attributable to a single share after deducting any preference dividend and related taxes. EPS = [Net profit attributable to Shareholders of the Company – Preference dividend, if any] / Weighted average number of equity shares outstanding during the period

Edge Computing	Computing and storage that is located on servers on the edge of the network, in close proximity to the users, but not through an on-premise data center; usually reserved for low latency use cases.
Effective Tax Rate	The proportion of the Profit Before Tax that is provided towards income taxes. ETR = Tax expense / Profit Before Tax
EIA	Acronym for Environmental Impact Assessment. The study needs to be conducted as per Ministry of Environment and Forest (MoEF) requirements for new construction/ expansion projects.
Engineering and Industrial Services	Consists of next generation product engineering, manufacturing operations transformation, services transformation, embedded software and Internet of Things.
Enterprise Agile	The adoption of Agile methods across all the business functions of the enterprise, designed to empower employees, foster collaboration and drive a culture of continuous innovation at scale.
EPS	See Earnings Per Share
ETR	See Effective Tax rate
Fair Value	The price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.
Fintech	Businesses that use technology to make financial services more efficient. Some fintech developments have improved traditional services, for example mobile banking apps, while others have revolutionized services such as pay per mile car insurance, or created new products, such as Bitcoin.
Fixed Price Contracts	A form of services contracts where the vendor takes a turnkey responsibility for delivering a solution for a certain price and within a mutually agreed timeframe. The customer is billed on completion of key project milestones and related deliverables. This arrangement gives the vendor considerable flexibility in the staffing and execution of the project. On the other hand, it also means bearing the project risk.
Forward Contract	A hedging instrument wherein two parties agree to buy or sell a particular asset (such as stock or currency) at a pre-determined rate (or Forward rate) on a specific future date. For e.g. TCS enters into a forward contract to sell USD 1 million after 3 months @ ₹72. Irrespective of the prevailing USD-INR spot rate, TCS will be obliged to sell USD 1 million @ ₹72 at the end of 3 months.
Framework	A kind of intellectual property, consisting of software which provides generic functionality for a certain business use case, and which is customized for a specific customer's needs with additional code. Use of such pre-built code reduces time to market and results in more stable, reliable solutions.
Free Cash Flow	Represents the cash a company generates through its operations, less the capital expenditure. Free cash flow = Cash flow from operating activities – Capital expenditure
FTE	Acronym for Full Time Equivalent
Furlough	A temporary cessation of work without pay for the employees, usually implemented by organizations facing under difficult economic conditions, and in lieu of laying off employees.
Gamification	The process of adding games or game-like elements to any activity in order to enrich experiences and encourage user participation.
GDPR	Acronym for General Data Protection Regulation, a European Union regulation for data protection and privacy.
GHGs	Acronym for Greenhouse Gases; refers to gases that trap heat in the atmosphere leading to global warming and climate change.
Growth and Transformation	Initiatives launched to improve the enterprise's revenues, leveraging technology to adopt new business models, drive new revenue streams, enhance customer experience or target new customer segments. This is in contrast to traditional outsourcing engagements where the focus is on improving efficiency and saving costs.

G&T	See Growth and Transformation
HVAC	Acronym for Heating Ventilation and Air Conditioning System
Hybrid Cloud	An enterprise IT infrastructure model that combines private clouds, public clouds and on premise data centers, to meet the compute and storage needs of the business.
Innovation Days	Focused workshops with a TCS customer where researchers and business leaders from both organizations participate to explore emerging technologies for specific customer problems.
Innovation Forum	TCS' thought leadership event that is held in North America, UK, Latin America and Japan. It brings together researchers from academia, innovators from the start-up ecosystem, technology watchers, futurists and customers to brainstorm around emerging technologies.
Inorganic Growth	Growth in revenue due to mergers, acquisitions or takeovers, rather than due to an increase in the company's own business activity.
ISO	Acronym for International Organization for Standardization
ISV	Acronym for Independent Software Vendor; a key market segment serviced by TCS' Hi-Tech business vertical. Leading software product vendors across the world engage TCS to help them build new features and functionality, maintain older versions of their products, or to modernize their existing products with new cloud-native architecture.
Internet of Things	Also known as IoT. Refers to a network of interconnected machines or devices embedded with sensors, software, network connectivity, and necessary electronics to generate and share run-time data that can be studied and used to monitor or control remotely, predict failure, and optimize the design of those machines / devices.
Invested Funds	Funds that are highly liquid in nature and can be readily converted into cash. Invested funds = Cash and Cash Equivalents + Investments + Deposits with banks + Inter-corporate deposits

Intellectual Property	An asset that is the result of a creative design or idea, such as patents, copyrights, reusable code, software products and platforms, and gives the owner exclusive rights over its usage, such that no one can copy or reuse the creation without the owner's permission.
Interactive Technology	Allows for a two-way flow of information through an interface between the user and the technology; the user usually communicates a request for data or action to the technology with the technology returning the requested data or result of the action back to the user.
Involuntary Attrition	A reduction in the workforce due to the employer's decision to terminate employment, instead of the employees' decision to leave.
IoT	See Internet of Things
IP	See Intellectual Property
kL	Acronym for the unit kilo-liters used to measure volume. It is a unit used to measure and report water usage.
KMP	See Key Managerial Personnel
Key Managerial Personnel	At TCS, this refers to the Chief Executive Officer, Managing Director, Chief Operating Officer, Chief Financial Officer, and the Company Secretary. Please refer to the Company's policy on KMP: http://www.tcs.com/ir-corporate-governance
kWh	Acronym for kilowatt hours used as a unit of measurement of electricity
LatAm	Acronym for Latin America
Location Independent Agile	A method to orchestrate globally distributed stakeholders and talent into Agile teams for improved speed to market in large transformational programs. It comprises processes, structure, and the technology that allows enterprises to overcome location constraints and embrace Agile methods on a global scale.
Machine First™ Delivery Model	A model that integrates analytics, AI and automation deep within the enterprise to redefine how humans and machines work together and to effectively deliver superior outcomes.

Machine Learning	A type of artificial intelligence that provides computers with the ability to learn behaviors without being explicitly programmed.
Managed Services	This is the practice of outsourcing to one service provider, also known as the Managed Services Provider (MSP), the end-to-end responsibility for providing, or orchestrating the provision through third party providers of, services around a range of processes and functions, in order to improve efficiency, service quality, agility and scalability.
Managed Services Provider	Service providers with the sole, end-to-end responsibility of providing Managed Services.
Market Capitalization	The total market value of a company's total outstanding equity shares at a point in time. Market Cap = Last Trading Price * Total number of outstanding shares
MEA	Acronym for Middle East and Africa
Metaverse	Virtual-reality space in which users can interact with a computer-generated environment and other users. Metaverse is a merging of virtual, augmented, and physical reality, and blurs the line between online and offline interactions.
MFDM™	Acronym for Machine First Delivery Model
Minimum Viable Product	The most basic version of a new product, with the bare minimum functionality, which can be released to the users at the earliest, to be augmented with incremental features and functionality over subsequent iterative cycles. MVPs can be used by teams to learn about user behavior and validate the product value with minimum investment.
MJ	Acronym for Mega Joule used as a unit of measurement of energy (electricity as well as fuel use)
Mobility	Information, convenience, and social media all combined together, and made available across a variety of screen sizes and hand-held devices.
MSP	See Managed Services Provider
MVP	See Minimum Viable Product
MWh	Acronym for megawatt hours used as a unit of measurement of electricity. 1 MWh=1000kWh
Net Zero	Net zero refers to a state in which the greenhouse gases emitted into the atmosphere due the company's activity are minimized through a series of initiatives and the residual emission is compensated by removal of equivalent amount of GHG emissions elsewhere through carbon offsets.
Non-Controlling Interest	The share of the net worth attributable to non-controlling shareholders of the subsidiaries.
Non-discretionary Spend	Also known as Run the Business (RTB) spend, is that portion of the IT budget that covers the basic IT activities required to keep a business running. Even in tough economic times, non-discretionary spend remains relatively unaffected.
Options Contract	A hedging instrument that offers the buyer the right to buy or sell the underlying asset (such as stocks or currency) on a future date, at a specified price, for small upfront fee called options premium. Eg: TCS purchases an options contract to sell USD 1mn @ ₹ 77/$ after 3 months, paying an option premium of ₹1 million. With this, TCS will have the right to sell USD 1mn at an exchange rate of ₹77, even if the prevailing market rate at the end of three months is, say ₹75. On the other hand, if the market rate is higher, say ₹79, then TCS can choose to let the options contract lapse and instead sell at the market rate.
Order Book	See Total Contract Value
Organic Growth	The revenue growth a company can achieve by increasing its existing business activity. This does not include growth attributable to takeovers, acquisitions or mergers.
PaaS	See Platform as a Service
PAS 2060	Internationally recognized standard by the British Standards Institution to verify and substantiate an organization' claim of carbon neutrality.

Personalization	Segmentation and responding to individual transactions, customized for a single customer in a single instance.
Platforms	A group of technologies that are used as a base upon which other applications, processes or technologies are developed. Useful for optimizing costs and efforts, and eliminating iterative tasks to drive strategic business initiatives.
Platform as a Service (PaaS)	A category of cloud computing that provides a platform and environment to allow developers to build applications and services over the internet. PaaS services are hosted in the cloud and accessed by users simply via their web browser.
Power Usage Effectiveness	It is the ratio of total amount of electricity used by a data center facility to the electricity used by the computing equipment in the data center.
Pricing	The price charged to the customer for a billable effort, turnkey project or a certain process outcome, depending on the nature of the contract. Some use this term interchangeably (and somewhat inaccurately) with the average revenue realized by the company per utilized effort on an aggregate basis. See Realization.
Private Cloud	Refers to a model of cloud computing where IT infrastructure, in terms of compute and storage resources, are provisioned for the dedicated use of a single organization.
Product	In the technology context, refers to a packaged software program that is made available to multiple customers either on a license basis, or on a subscription basis, to enable the execution of certain common tasks or processes or business functions in a standardized way. This is the opposite of bespoke or custom software which is built to specifications to meet a customer's unique needs.
Public Cloud	A computing service model used for the provisioning of storage and computational services to the general public over the internet. Public cloud facilitates access to IT resources on a 'pay as you go' billing model.
PUE	See Power Usage Effectiveness.

R&I	Acronym for Research & Innovation
Realization	The revenue received by the company per utilized effort. Pricing varies by service and by market. Consequently, there can be changes in realization compared to a prior period, due to changes in the underlying business or geographic mix during the period. This does not necessarily mean that like-to-like pricing has changed. Also, realization doesn't take into account the costs and therefore, higher realization is not necessarily more profitable.
RECs/ GOs	Renewable Energy Certificates / Guarantees of Origin are EACs used in different markets.
Related Party Transactions	Any transaction between a company and its related party involving transfer of services, resources or any obligation, regardless of whether a price is charged. Please refer to the Company's policy on Related Party Transactions: http://www.tcs.com/ir-corporate-governance.
Revenue	The income earned by the Company from operations by providing IT and consulting services, software licenses, and hardware equipment to customers.
RFP	Acronym for Request for Proposal, meaning a document that solicits proposal, often made through a bidding process, by an entity interested in procurement of IT services, to potential service providers to submit business proposals. An RFP is floated early in the procurement cycle and requested information may include basic corporate information and history, financial information, technical capability and estimated completion period, and customer references.
Robotic Process Automation	The use of software tools to automate high-volume, repeatable tasks that previously required humans to perform. RPA is best suited for relatively simple and stable processes. Dynamic changes in the environment require ongoing upkeep of the robots, diluting the economic benefit of the automation. Increasingly, customers are preferring cognitive automation over RPA.
RPA	See Robotic Process Automation

SBWS™	See Secure Borderless Workspaces
Scope 1, Scope 2, Scope 3 emissions	Green house gas emission accounting categories as per the Greenhouse Gas Protocol.
Secure Borderless Workspaces™	TCS' innovative operating model rolled out in response to the COVID-19 disruption. It is a fully location agnostic extension of the Location Independent Agile model, enabling employees to work remotely, while retaining the same high rigor in project management, governance and security. The fully distributed nature of this model is better suited to ensure business continuity. It leverages TCS' prior investments and incorporates the learnings and best practices around network management, standard service delivery environment, digitized governance processes, heavy use of collaborative and cloud based technologies and an internal SOC benchmarked to the best in the industry.
Servitization	Subscription based model that generates recurring subscription fees from a product versus the traditional one-time sale. This applies to software products (Software-as-a-Service) as well as physical products (Product-as-a-Service). In the case of the latter, a key enabler is IoT which allows the seller to monitor the asset remotely.
SEZ	See Special Economic Zone
Shareholder Payout Ratio	The proportion of earnings paid to shareholders as a percentage of the Company's earnings, i.e. Net Income attributable to Shareholders of the Company. Payout can be in the form of dividend (including dividend distribution tax) and share buyback.
Simplification	The rationalization of IT architectures through consolidation of systems and elimination of redundant systems and layers. The primary purpose is to shrink the IT footprint and make operations leaner and more efficient.
Sole Sourced Contract	Non-competitive agreements that allow a single vendor to fulfill the needs of the contractual requirements. These types of contracts can be won when the competitor set narrows down significantly and comes down to a single vendor discussion, given the nature of the client's solution requirements.

Special Economic Zone	In India, these are designated areas in which business and trade laws are different from the rest of the country, with various benefits and tax breaks to promote exports, attract investments, and create local jobs.
STEM	Acronym for education in the fields of Science, Technology, Engineering and Math.
Sustainathons	Platform/environment for multiple entities to come together in a specified timeframe to seek solutions to sustainability challenges. Expectations in a sustainathon includes clear framing of real world issues (problem statements) to drive realistic, technology based solutions. Immediate outcomes may include detailed solution ideas, wireframes, code pieces or apps.
T&M	See Time and Materials Contract
TCS Pace™	A brand promise that represents the way TCS channels its domain knowledge and organizational units – business and technology services, industry solutions units, and the research and innovation organization – into internal and external co-innovation programs.
TCS Pace Port™	Physical spaces where TCS Pace can be experienced. These spaces are close to academic and start-up hubs, and enclose innovation showcases, Agile workspaces and think spaces. They encourage brainstorming, design thinking and collaborative innovation with internal and external partners.
TCV	See Total Contract Value
Time and Materials Contract	A form of services contract where the customer is billed for the effort (in hours, days, weeks, etc.) logged by the project team members. Project risk is borne by the customer. This contrasts with Fixed Price Contracts.
Total Contract Value	An aggregation of the value of all the contracts signed during a period and a useful indicator of demand, and near term business visibility.
Turnkey Contracts	See Fixed Price Contracts

tCO2e	Acronym for tonnes of carbon dioxide equivalent which is used as the unit for reporting greenhouse gas emissions.
Unearned and Deferred Revenue	For invoices raised in line with agreed milestones for services yet to be delivered. In other words, it is the amount that has been invoiced although the underlying effort is yet to be expended.
VR	See Virtual Reality
Virtual Reality	Artificial, computer-generated simulation or recreation of a real-life environment or situation. It engages users by offering simulated reality experiences firsthand, primarily by stimulating their vision and hearing.
Virtualization	The abstraction of IT resources – like a server, client, storage or network – that masks the physical nature and boundaries of those resources from the users of those resources.

Voluntary Attrition	Refers to reduction in workforce resulting from employees willingly leaving the organization to pursue other opportunities, spend time with family, or for some other personal reason.
XR	Extended reality, an umbrella term that covers augmented reality, virtual reality and mixed reality.
Y-o-Y	Year-on-Year

Disclaimer: This glossary is intended to help understand commonly used terms and phrases in this report. The explanations are not intended to be technical definitions. If explanations provided here are found to be different from what is described in the Company's periodic financial statements (not limited to Notes to Accounts), then the definition provided in the certified financial statements will prevail.

Identification of Material Topics[1]

TCS conducts annual materiality assessments to update the list of material topics. The key elements of that assessment include:

Key Elements of Annual Materiality Assessments:

Engagement with stakeholders

Stakeholder interactions result in the identification of a broad funnel of issues important to each of the constituencies. The Company's Sustainability Council uses discussions with internal and external stakeholders, as well as its own judgment, to prioritize and arrive at a list of material topics with significant economic, environmental, or social impacts on TCS' business, reputation, and operations.

Sustainability context and value chain

The company looks at the role of TCS in wider sustainability issues, the impact the company has through its customer engagements and its operations, and the role that the company experts play in professional associations, industry forums and other thought leadership activities to address important issues raised by stakeholders.

[1] GRI 3-1

Key Material Topics[2], Key Concerns, Boundary of impact and TCS approach[3] to them are listed below:

Material Topics	Why this is material	Key Concerns	TCS Approach (Page Reference Number)	Boundary of impact	GRI Indicators
Corporate Governance	Strong corporate governance that considers - stakeholder concerns, engenders trust, oversees business strategies, and ensures fiscal accountability, ethical corporate behavior, and fairness to all stakeholders is core to achieving the organization's longer-term mission.	• Governance Structure and composition	• Pg 137	Internal	2-9, 2-10, 2-11, 2-12, 2-14, 2-15, 2-19
		• Independence of the Board and Minority Interest	• Pg 138		
		• Avoidance of conflict of interest	• Pg 139		
		• Board oversight	• Pg 140		
		• Disclosure and Transparency	• Disclosures – Pg 154 to 156 • Internal financial control systems and their adequacy - Pg 132		
		• Value, ethics and compliance	• Pg 139		
		• Enterprise Risk Management	• Pg 120		
		• Succession Planning	• Pg 141		
		• Remuneration Policy	• Pg 149		

[2] GRI 3-2
[3] GRI 3-3

Material Topics	Why this is material	Key Concerns	TCS Approach (Page Reference Number)	Boundary of impact	GRI Indicators
Business Sustainability	A financially strong, viable business that is able to adapt to changing technology landscapes to remain relevant to customers and profitably grow its revenues year-on-year is essential to meet longer term expectations of stakeholders.	• Economic performance	• Financial Capital – Pg 20	Internal	2-22, 201-1
		• Demand sustainability	• Strategy for sustainable growth – Pg 9, 108 • New Organization Structure – Pg 109 • Business outlook – Pg 120		
		• Investments in capability development	• Enabling investments – Pg 108 • Intellectual Capital - Pg 24 to 26		
Talent Management	The company's ability to attract, develop, motivate, and retain talent is critical to business success.	• Talent acquisition	• Pg 22	Internal	401-1, 401-2, 401-3, 403-1, 403-2, 403-3, 403-6, 403-9, 403-10, 404-1, 405-1, 405-2, 406-1
		• Talent development	• Pg 113		
		• Diversity, Equity and Inclusion	• Pg 113		
		• Talent retention	• Pg 115		
		• Employee Health and well being	• Pg 112		
		• Competitive Compensation	• Pg 114		
		• Occupational Health and safety	• Pg 205		

Material Topics	Why this is material	Key Concerns	TCS Approach (Page Reference Number)	Boundary of impact	GRI Indicators
Social Responsibility	The business must be rooted in community and be aligned with the community's larger interests. Any adversarial relationship can hurt the company's ability to create longer term value.	• Local communities	• Pg 174, 222, 228, 229	External	204-1, 207-1 308-1, 308-2, 413-1
		• Education and skill development	• Pg 175 to 179		
		• Job creation	• Employment and employability – Pg 175 to 179		
		• Taxes payable in different regions	• Tax strategy – Pg 140 • Consolidated Income taxes – Pg 298, 299 • Country-wise subsidiary income taxes – Pg 398 to 401		
		• Environmental stewardship	• Natural Capital – Pg 31, 200		
Environmental Footprint	Business sustainability is linked to the planet's sustainability. Moreover, good environmental practices result in greater operational efficiency, adding to financial sustainability.	• Energy consumption and GHG Emissions	• Pg 31, 216, 218, 219, 225	Internal	302-1, 302-3, 303-1, 303-2, 303-3, 303-4, 303-5, 305-1, 305-2, 305-3, 305-4, 305-5, 306-2, 306-3, 306-4, 306-5
		• Water management	• Water conservation – Pg 217, 218, 224		
		• Waste management	• Waste reduction and reuse – Pg 200, 221		

GRI Content Index[4]

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GRI 2: General Disclosures 2021	2-1 Organizational details	• BRSR	186
	2-2 Entities included in the organization's sustainability reporting	• BRSR	187, 190
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	2-13 Delegation of responsibility for managing impacts	• BRSR	197, 215

[4] Requirement 7: Publish a GRI content index

* MDA: Management Discussion and Analysis, CG: Corporate Governance Report, BRSR: Business Responsibility and Sustainability Report

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	2-14 Role of the highest governance body in sustainability reporting	• CG	140
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	2-28 Membership associations	• BRSR	228
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GRI Standard	Disclosure	Section *	Page No.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	• GRI Annexures: Identification of Material Topics	412
	3-2 List of material topics	• BRSR • GRI Annexures: Identification of Material Topics	193 413
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GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	• Financial Capital	20
	201-2 Financial implications and other risks and opportunities due to climate change	• MDA	130
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GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	• BRSR	229
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	• BRSR	199
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	303-5 Water consumption	• BRSR	217
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	• BRSR	222
	304-2 Significant impacts of activities, products and services on biodiversity	• BRSR	226
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	305-2 Energy indirect (Scope 2) GHG emissions	• BRSR	218
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	305-4 GHG emissions intensity	• BRSR	218, 225
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GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	• BRSR	200, 221
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GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	• BRSR	200, 227
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GRI 401: Employment 2016	401-1 New employee hires and employee turnover	• Human Capital • BRSR	22 189
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	• BRSR	201
	401-3 Parental leave	• BRSR	203
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	• MDA	115
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	• BRSR	205
	403-2 Hazard identification, risk assessment, and incident investigation	• BRSR	205, 206
	403-3 Occupational health services	• BRSR	203
	403-6 Promotion of worker health	• BRSR	205
	403-9 Work-related injuries	• BRSR	206
	403-10 Work-related ill health	• BRSR	206, 208

GRI Standard	Disclosure	Section *	Page No.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	• Human Capital • BRSR	23 203
	404-3 Percentage of employees receiving regular performance and career development reviews	• BRSR	204
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	• Human Capital • BRSR	22 189
	405-2 Ratio of basic salary and remuneration of women to men	• BRSR	213, 214
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	• BRSR	215
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	• BRSR	222, 228, 229

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Independent Assurance Statement

The Management and Board of Directors
Tata Consultancy Services Limited,
Mumbai, India

Scope

We have been engaged by Tata Consultancy Services Limited to perform a 'limited assurance engagement,' as defined by International Standards on Assurance Engagements, hereafter referred to as the engagement, to report on Tata Consultancy Services Limited Integrated Report FY 22 (the "Subject Matter") for the period from 01st April 2021 to 31st March 2022.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by Tata Consultancy Services Limited

In preparing the integrated report, Tata Consultancy Services Limited applied, The International Integrated Reporting Council (IIRC framework), and Global Reporting Initiative (GRI) Standards, in accordance with Core (Criteria). GRI Standards - Core Criteria were specifically designed for Integrated report FY 22; As a result, the subject matter information may not be suitable for another purpose.

TCS's responsibilities

Tata Consultancy Services Limited management is responsible for selecting the Criteria, and for presenting the integrated report in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained.

We conducted our engagement in accordance with the International Standard for Assurance Engagements Other Than Audits or Reviews of Historical Financial Information ('ISAE 3000'), and the terms of reference for this engagement as agreed with Tata Consultancy Services Limited on 7th January 2022. Those standards require that we plan and perform our engagement to obtain limited assurance about whether, in all material respects, the Subject Matter is presented in accordance with the Criteria, and to issue a report. The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error.

We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusions.

Our Independence and Quality Control

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We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, and have the required competencies and experience to conduct this assurance engagement

EY also applies International Standard on Quality Control 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed. Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the integrated report and related information and applying analytical and other appropriate procedures

Our procedures included:

- Conducted interviews with select personnel at sites and corporate teams to understand the process for collecting, collating and reporting the subject matter as per Global Reporting Initiative (GRI) Standards;
- Checked that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria;
- Undertook analytical review procedures to support the reasonableness of the data
- Remote verification of data, on a selective test basis, for the following sites, through consultations with the site team and sustainability team;
  - Siruseri (Chennai)
  - Garima Park (Ahmedabad)
  - Sahyadri Park (Pune)
  - Corporate office (Mumbai)
- Execution of an audit trail of claims and data streams, on a selective test basis, to determine the level of accuracy in collection, transcription and aggregation processes followed;
- Review of the Company's plans, policies and practices, pertaining to their social, environment and sustainable development, so as to be able to make comments on the fairness of sustainability reporting;
- Review of the Company's approach towards materiality assessment disclosed in the Report to identify relevant issues
- Review of selected qualitative statements in various sections of the integrated report

We also performed such other procedures as we considered necessary in the circumstances

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Emphasis of matter

The assurance scope excludes:

- Data and information outside the defined reporting period (1st April 2021 to 31st March 2022)
- Data and information on economic and financial performance of the Company
- Data, statements and claims already available in the public domain through Integrated Annual Report, or other sources available in the public domain
- The Company's statements that describe the expression of opinion, belief, inference, aspiration, expectation, aim or future intention provided by the Company
- The Company's compliance with regulations, acts, guidelines with respect to various regulatory agencies and other legal matters

Conclusion

- Based on our procedures and the evidence obtained, we are not aware of any material modifications that should be made to the Integrated Report FY 22 for the period from 01st April 2021 to 31st March 2022, in order for it to be in accordance with the Criteria.

For and on behalf of Ernst & Young Associates LLP

Shailesh Tyagi
24th May 2022
Mumbai, India

TCS Safe Harbor Clause

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.

IT Services
Business Solutions
Consulting

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Building on belief