



ANNUAL 2012
REPORT

Cover image: All photographs are of associates of Tata Consultancy Services

The Annual General Meeting will be held on Friday, June 29, 2012, at Birla Matushri Sabhagar, Sir V. T. Marg, New Marine Lines, Mumbai 400020, at 3.30 p.m. As a measure of economy, copies of the Annual Report will not be distributed at the Annual General Meeting. Members are requested to bring their copies to the meeting.

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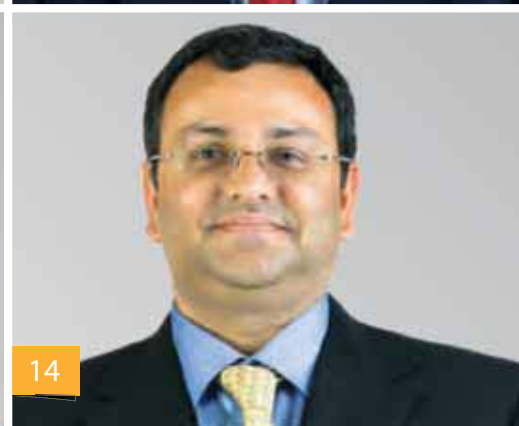
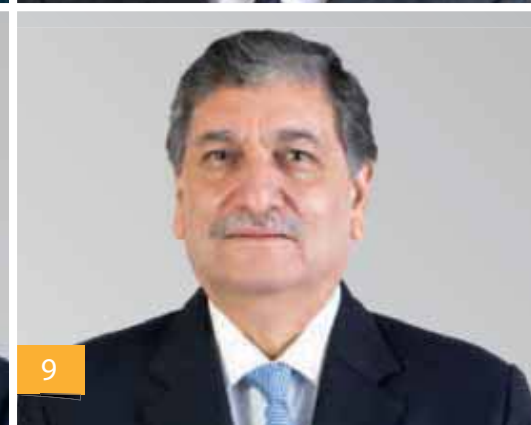
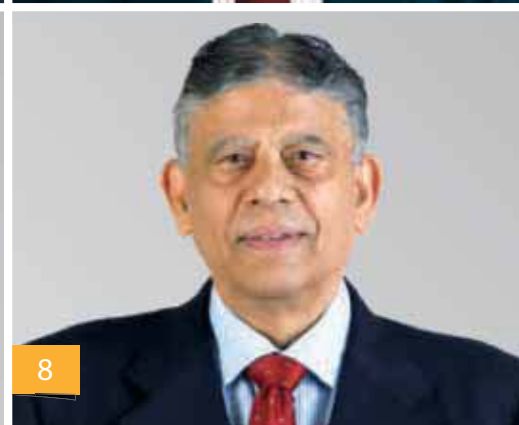
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Board of Directors

As of April 02, 2012

- | | | |
|--|---|--------------------------------------|
| 1 R N Tata
Chairman | 2 S Ramadorai
Vice Chairman | 3 A Mehta
Director |
| 4 V Thyagarajan
Director | 5 C M Christensen
Director | 6 R Sommer
Director |
| 7 Laura Cha
Director | 8 V Kelkar
Director | 9 I Hussain
Director |
| 10 N Chandrasekaran
Chief Executive Officer
and Managing Director | 11 S Mahalingam
Chief Financial Officer
and Executive Director | 12 P A Vandrevale
Director |
| 13 O P Bhatt
Director | 14 C P Mistry
Director | |





Financial Highlights



31%

Revenue

Up 31% @
₹ 48,894 crore

29%

Operating Profit

Up 29% @
₹ 13,517 crore

15%

Net Profit

Up 15% Y-o-Y @
₹ 10,413 crore

Company's
impact on
India's economy

10.0%
of India's IT industry

3.3%

of India's exports

4.7%

weightage in
BSE Sensex

12.0%

of India's oil import bill

4.0%

weightage in
NSE Nifty

Our Leadership Team

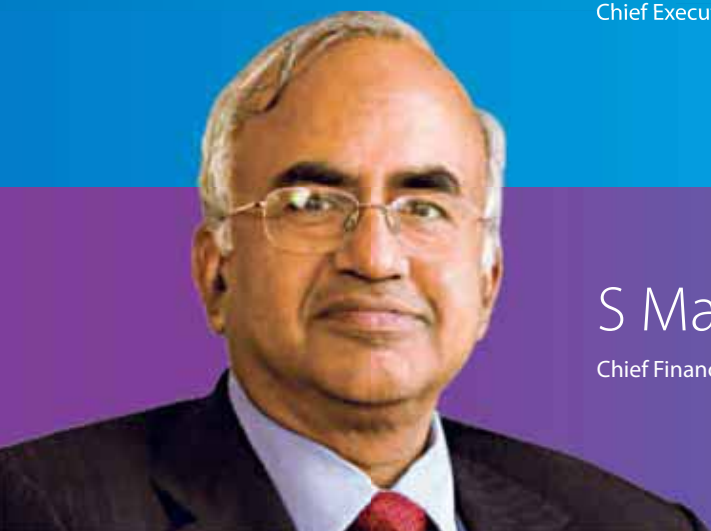
N Chandrasekaran

Chief Executive Officer and Managing Director



S Mahalingam

Chief Financial Officer and Executive Director



A Mukherjee

Executive Vice President and Global Head - HR





Letter from CEO

Dear Shareholders,

It has been another milestone year for your Company in 2011-12 with strong performance across all dimensions. It has been made all the more memorable with the organisation achieving the \$10-billion mark in revenue at the end of the financial year. This has been made possible by the sustained performance by all teams and units across the world.

On a consolidated basis, revenue for 2011-12 grew by 31% to ₹ 48,894 crore (\$10.17 billion), driven by customer demand for our holistic portfolio of services and solutions. Your Company continued to sustain its profitability, despite a volatile external environment. The net profits grew by 15% to ₹ 10,413 crore.

We have continued our practice to consistently reward our shareholders with a higher dividend. This year our dividend payout is ₹ 25 per share including ₹ 8 proposed

as final dividend and ₹ 8 proposed as special dividend. The earnings per share for the Company increased to ₹ 53.07.

During the financial year 2011-12, your Company was able to capture the business momentum, with all markets and the industries in which it operates growing in double digits. Our strategy to partner with customers and co-create solutions to drive optimisation and agility across the enterprise is yielding results for our customers. New service lines like Infrastructure Services, BPO and Enterprise Solutions gained global scale during the year with each service line clocking more than \$ 1 billion in annual revenues. All other service lines also performed admirably with each growing by double digits.

Your Company's ability to grow in a rapidly evolving external environment is due to its customer-centric

approach, balanced nature of the business portfolio and presence across all regions. Global corporations want to optimise as well as innovate to drive agility and growth in their business. Your Company is well placed to help them in multiple parts of their business with its deep domain knowledge, global scale and industry-leading solutions. This momentum is reflected in customer metrics as well as the increasing holistic nature of the customer wins. Over the last 12 months, your Company added 141 new customers across the world to take its active customer base to 1076. The movement of customers across each revenue band from \$1 million onwards has been very positive, including growing the number of \$100 million customers to fourteen from eight in the previous year.

As we continue to meet customers across the world, we remain convinced of the huge potential of your Company in the global market with potential for growth in every industry segment, service line and market. The key will be our ability to remain relevant to our customers, understand their business needs and perform with rigor to meet those needs.

Across multiple industries globally, technology spend is increasing moving from the back-end of the business - where it brought in efficiency - to the front-office, where it is being leveraged to gain consumer/customer insights and drive growth. Emerging technologies like cloud computing, big-data analytics and social media backed by 3G and 4G technologies is driving this transformation at customer touch points across industries. Your Company's early investments in these game-changing technologies are enabling it to play an increasingly strategic role in this transformation and help customers prepare for the future and drive growth.

With a fast expanding organisation that has inducted and integrated 70,400 professionals in the past 12 months, your Company continues to be recognised as a benchmark brand for learning and development of young IT professionals. Your Company's continued success is due to the dedication, commitment and performance of 2,38,583 energetic professionals, who remain its biggest asset. Efforts to continuously engage with this base of professionals as well as create comprehensive career paths has helped increase our talent retention rate to 87.8% - the highest in the Indian IT industry. We continue to invest in their development and capabilities through training in new technologies, domain and processes in a mode of engaged collaboration.

Innovation through strong research and development continues to be a major focus area for your Company. We are increasing our investment in many areas including new sensor-based technologies, intelligent infrastructure, platforms for genomics research, information fusion for enterprises and green technologies.

This is resulting in more Intellectual Property Rights (IPR) being generated by your Company. We have increased our patent filings significantly and 460 patents were filed in several countries in 2011-12. Until now, cumulatively, TCS has filed 855 patent applications of which 72 have been granted.

Your Company continues to invest in sustainable infrastructure and campuses that are world-class and intelligent. It added over 24,700 seats during the year in its centres.

Your Company was recognised by industry, customers and media for excellence along many dimensions including overall financial performance, human resources, sustainability, investor relations, infrastructure, communications and governance. The Company received multiple awards during the year.

Looking ahead to 2012-13, global macro-economic challenges persist. The world is witnessing slower GDP growth as well as slower job growth across developed and emerging markets. Currency volatility continues. These issues are likely to cloud prospects in the short-term. However, this is not a new phenomenon and global corporations recognise that they need to be nimble to adapt to changes in the environment. Your Company is strategically partnering with many customers across different areas of their business to help them in this process.

On behalf of the entire Company and its leadership team, I want to thank each shareholder for their support and commitment to the Company. It is the support of shareholders that has helped make TCS among the most valuable companies in India. I look forward to your continued support as your Company embarks on the next phase of its growth journey.

Warm regards

N Chandrasekaran

Chief Executive Officer and Managing Director

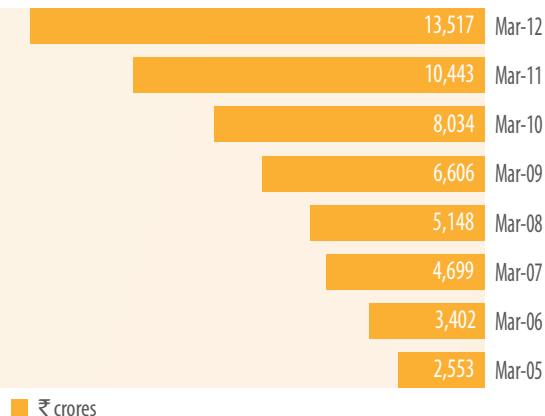
May 26, 2012

Key Trends (FY 2005 - 2012)

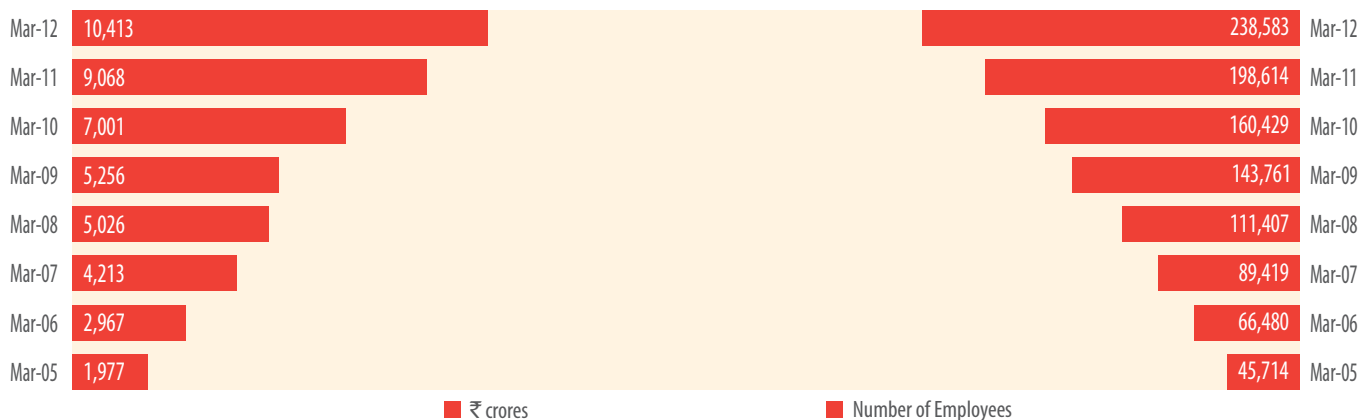
Revenue



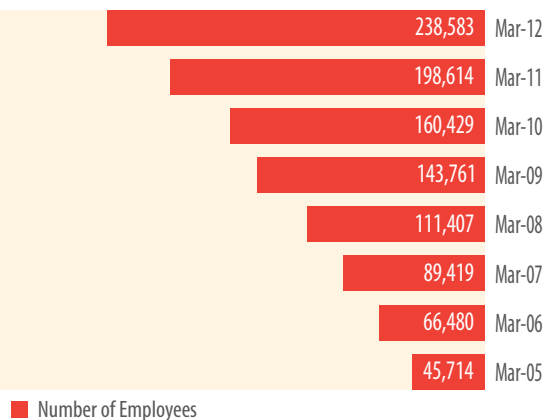
Operating Profit



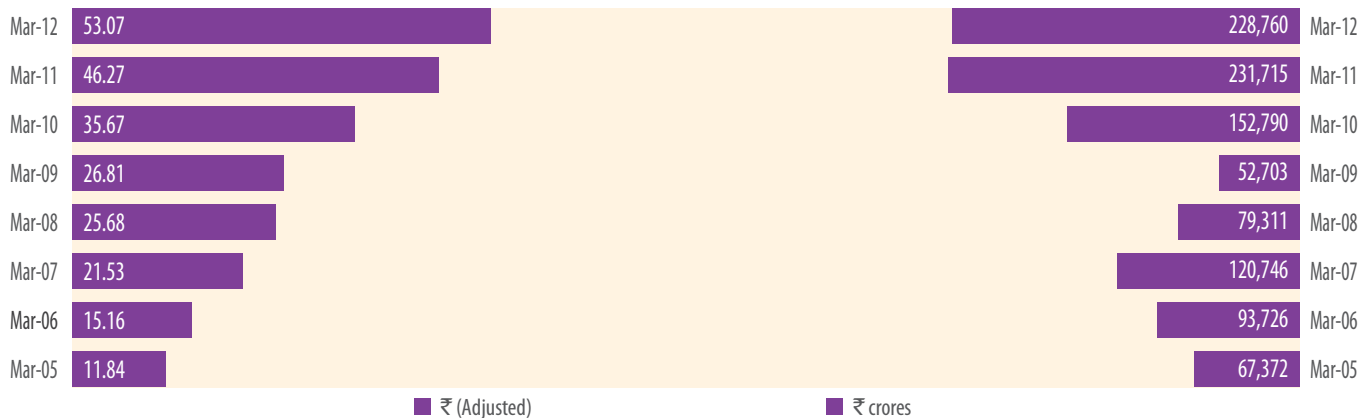
Net Profit



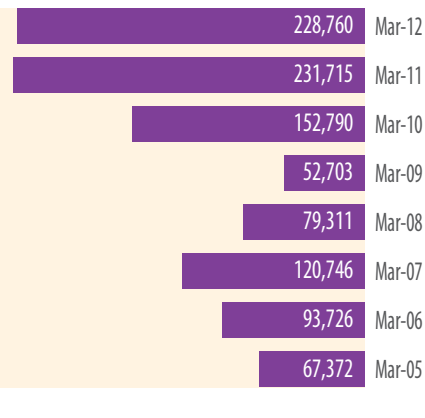
Number of Employees



EPS (Adjusted)



Market Cap



* All figures as on March 31