Question and Answer Session – 2021 Annual Meeting of Shareholders
June 1, 2021

As noted at the conclusion of the Question and Answer Session following the Company's 2021 Annual Meeting of Shareholders, the Company is posting the additional questions received that were unable to be addressed during the session. Those questions, and answers to such questions, are set out below.

Question 1
Please give 2 examples of product innovations that resulted from adapting to the pandemic.

Answer 1
(Brian Humphries, CEO) We are very proud of the fact that some of the Company's Life Sciences work has helped keep people safe and bring vaccines to market on an unprecedented timeline.

For instance, we partnered with Verily Life Sciences early in the pandemic, providing a team of experts to support Verily's Baseline COVID-19 Testing Program to scale access to testing across 140 testing sites in 13 states.

We also supported clinical trials for several of the first vaccines that have come to market.

- In one trial, researchers from around the world collaborated using the Shared Investigator Platform – an industry-leading platform with more than 140,000 users that enables faster, more effective collaboration throughout the clinical trials process and facilitates access from more diverse participants.
- In another vaccine trial, we teamed up with one of our technology partners and supported the trial through an expert helpdesk solution – taking calls to enroll patients in one of the most important clinical trials of our lifetime.

Last November, as COVID-19 raged, Cognizant partnered with the nonprofit organization XPRIZE to launch the $500,000 Pandemic Response Challenge.

- The goal: Engage teams from around the world to harness the power of data and artificial intelligence (AI) to equip policymakers, health officials and business leaders with the insights and guidance necessary to help the world reopen safely.
- The Challenge required teams to build data-driven AI systems capable of accurately predicting COVID-19 transmission rates and prescribing intervention and mitigation measures

Question 2

Mr. Chairman, the topic of stakeholder capitalism as an alternative to shareholder capitalism and ESG factors have received considerable attention recently. As long term pension fund investors, the Carpenter Funds appreciate the sentiments embodied in the stakeholder capitalism perspective but feel that execution could be complicated. Could you discuss the Board's perspective on the concept of stakeholder capitalism, and what principles the Board would use to balance the interests of varied stakeholders as it develops and implements the Company's long term business strategy? Thank you.

Answer 2

(Michael Patsalos-Fox, Chairman of the Board) We believe that pursuing an environmental, social and governance (ESG) agenda serves the interests of all of our stakeholders, including our shareholders.

Brian, our CEO, along with the Board, devoted considerable thought and energy in 2020 to developing and communicating our company's new purpose: we engineer modern businesses to improve everyday life. As Brian has repeatedly said, this statement serves as our North Star, guiding our actions by defining what we stand for, why we are in business, and how we aim to do well by doing good. Everything we create for stakeholders comes from the knowledge, skills, and passion of our associates.

Along with developing our new purpose, the Board and management worked to refine the Company's strategy. Following the Board's annual in-depth strategy review in September of last year, the Company announced a refined set of strategic priorities:

- Repositioning the Cognizant brand,
- Globalizing Cognizant,
- Accelerating digital, and
- Increasing our client relevance.

Our ESG efforts are integral to achieving our strategic priorities. The linkage is very clear with our brand and our client relevance – many of our clients today, and our potential clients, expect their partners to have environmental, diversity and inclusion and other ESG values and practices that align with their values and practices. As we look to further globalize the Company, potential employees and clients in many of the countries where we seek to expand have high expectations regarding companies' ESG practices. We want to make sure Cognizant is as attractive as possible to such potential employees and clients, which includes demonstrating that we are considering the ESG issues important to them, like diversity and climate. And even in digital, there are a myriad of areas where digital technologies are being applied, for example, to reduce environmental footprints. This is often an area where you have to practice what you preach.

Over the last year, Cognizant hired a new Head of Sustainability, appointed a new Head of Diversity and Inclusion and has undertaken significant investments to refresh and enhance its ESG program. This includes considering climate change in our business thinking and providing

more comprehensive ESG disclosures to our shareholders. The Governance and Sustainability Committee and the Board were actively involved throughout.

I am pleased to note that the Company published its 2020 ESG Report on June 1, 2021. The report includes applicable elements of third-party ESG reporting frameworks that we believe will be responsive to shareholder interests expressed to Leo Mackay, Chairman of our Management Development and Compensation Committee, and me during our meetings with many of our larger shareholders in the last year.

Looking forward, the Company continues to enhance its infrastructure for future ESG reporting and is evaluating potential future short and long-term greenhouse gas emissions reduction targets. The Board is fully supportive of such efforts and, through the Governance and Sustainability Committee, actively monitoring and overseeing them.