



Tata Consultancy Services

Investor Relations

January 2012

Forward Looking Statement

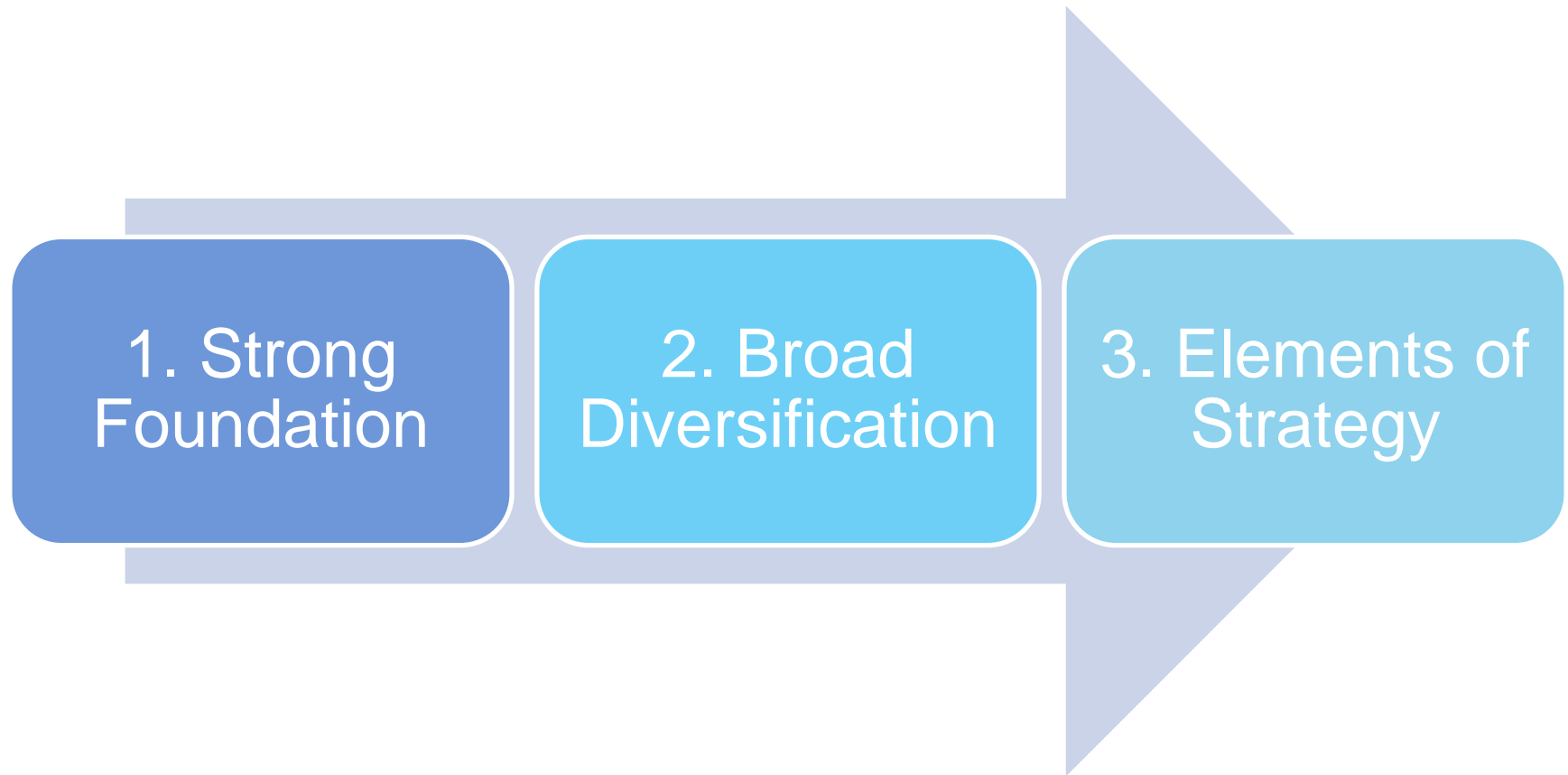
Certain statements in this release concerning our future prospects are forward-looking statements. Forward-looking statements by their nature involve a number of risks and uncertainties that could cause actual results to differ materially from market expectations. These risks and uncertainties include, but are not limited to our ability to manage growth, intense competition among Indian and overseas IT services companies, various factors which may affect our cost advantage, 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 and general economic conditions affecting our industry. TCS may, from time to time, make additional written and oral forward-looking statements, including our reports to shareholders. These forward-looking statements represent only the Company's current intentions, beliefs or expectations, and any forward-looking statement speaks only as of the date on which it was made. The Company assumes no obligation to revise or update any forward-looking statements.

Tata Consultancy Services

- TCS was established in **1968**
- FY 2011 (March) revenue **US\$ 8.2 billion**
- Employer of Choice, No. of Employees over 226,751
- Global Presence **145 offices in 42 countries**
- **First and Largest**
 - Software Exporter from India
 - Software R&D center in India
- **TCS is part of Tata Group** known for Management Excellence and Integrity
- Tata Group is **India's Largest Business Group** with FY 2011 revenue at **US\$ 83.6 billion**

Long Term Growth: Key Enablers

- Positioning for a long term growth



Long Term Growth: Key Enablers

Strong Foundation

Broad Diversification

Elements of Strategy

- **Focus on Execution – Delivery Excellence**
- **Innovation – Essential Catalyst for Growth**
- **Talent Management – Strong Set of Skills**

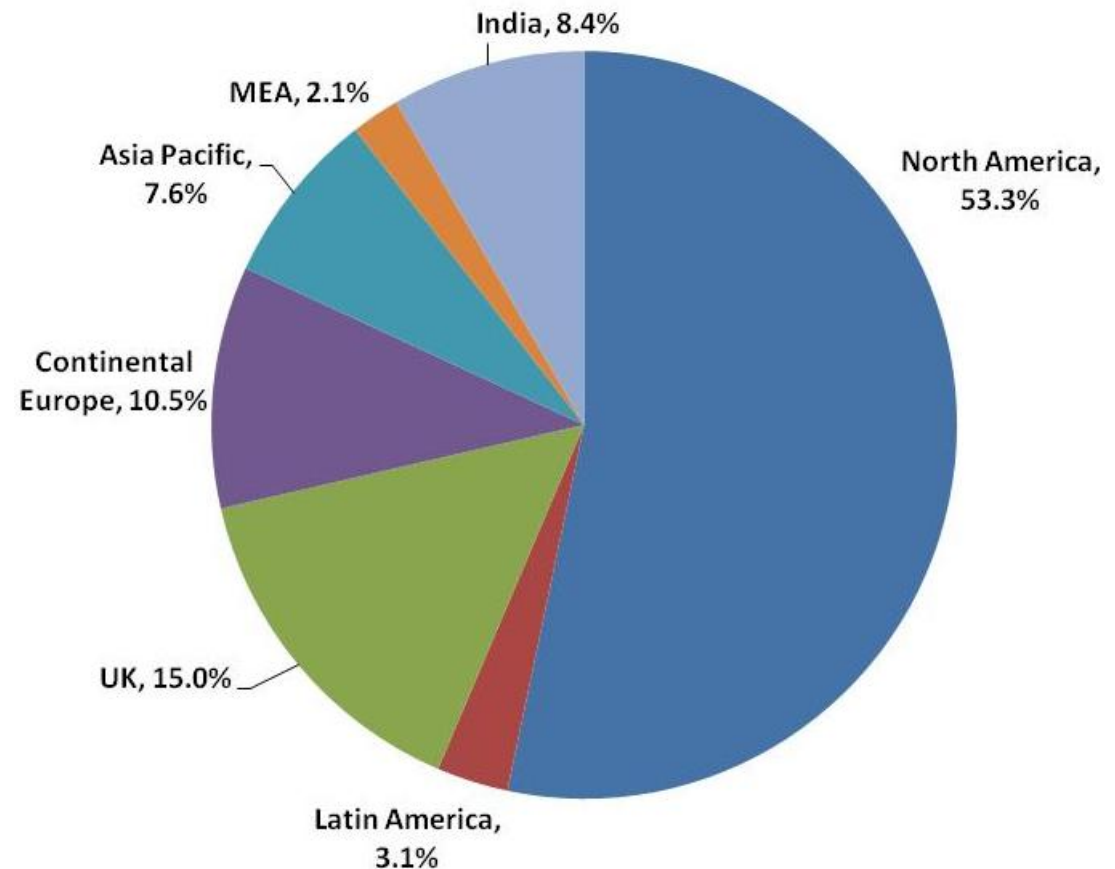
Long-term Growth: Key Enablers

Strong Foundation

Broad Diversification

Elements of Strategy

a. Revenue Spread Across Markets



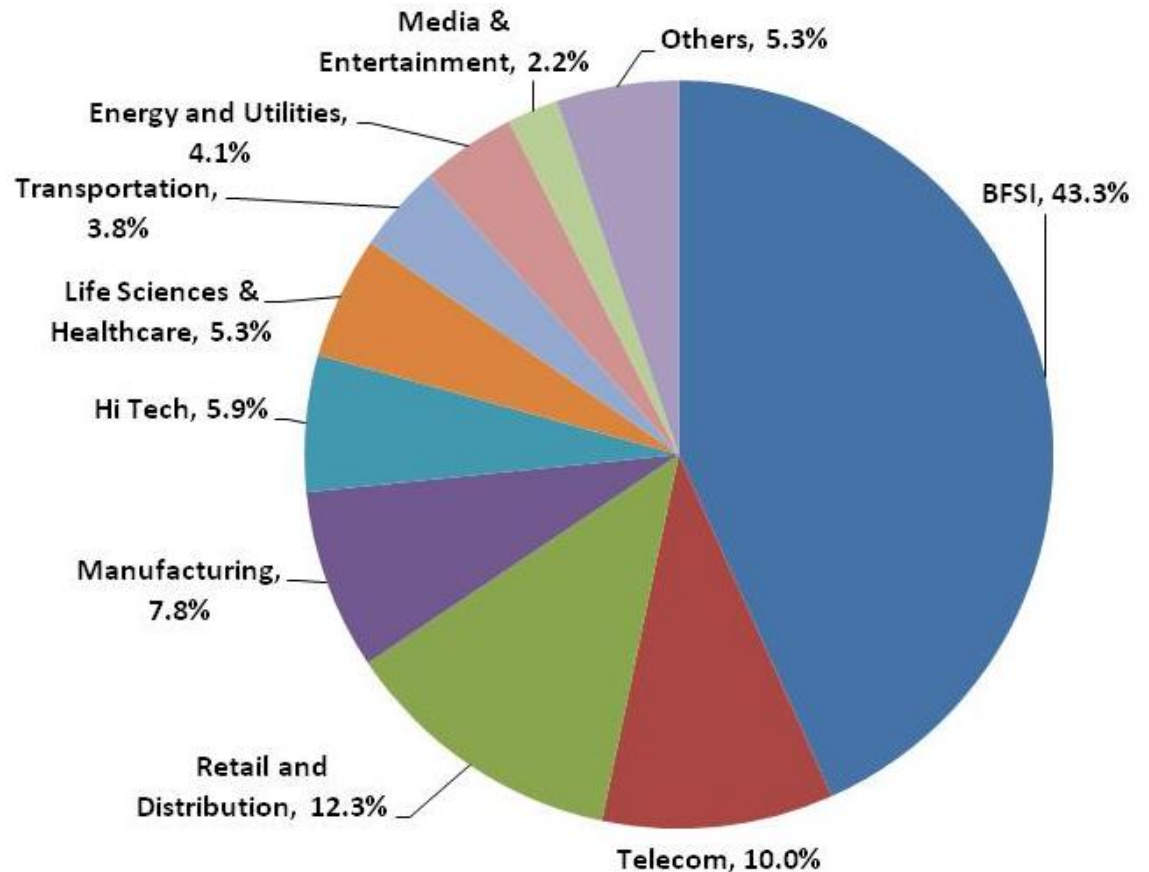
Long-term Growth: Key Enablers

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Elements of Strategy

b. Presence Across Industries



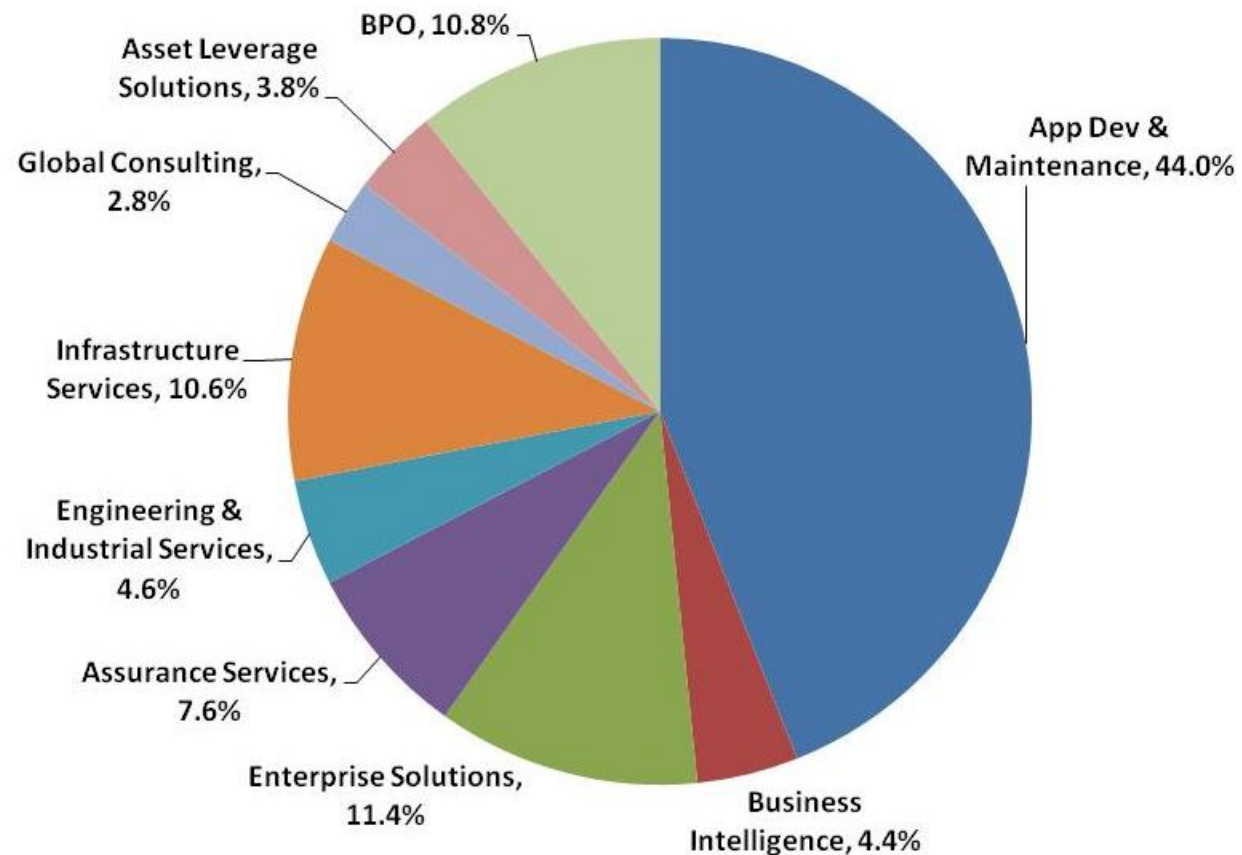
Long-term Growth: Key Enablers

Strong Foundation

Broad Diversification

Elements of Strategy

c. Offerings Across Services



Long Term Growth: Key Enablers

Strong Foundation

Broad Diversification

Elements of Strategy

1. **Key Account Focus**
2. **Integrated Full Services**
3. **Global Network Delivery Model GNDM™**
4. **Strategic Acquisitions**
5. **Non Linear Business Models**

Long Term Growth: Key Enablers

Strong Foundation

Broad Diversification

Elements of Strategy

1. Key Account Focus

- Transformation Partnership beyond traditional outsourcing
- Long-term commitment reflecting TCS maturity & leadership

LTM Rev Buckets	No. of Clients		
	3Q12	1Q12	3Q11
\$ 1 mn+	512	495	434
\$ 5 mn+	235	230	200
\$ 10 mn+	161	155	139
\$ 20 mn+	95	94	76
\$ 50 mn+	39	36	25
\$ 100 mn+	14	12	9

Long Term Growth: Key Enablers

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Broad Diversification

Elements of Strategy

2. Integrated Full Services

- Integrated full services for Business Value Creation beyond outsourcing



Long Term Growth: Key Enablers

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Elements of Strategy

3. Global Network Delivery Model GNDM™

- Global Support for Global Customers
- Competing for significant Local projects: Strong need for world-class IT support



• USA

• Mexico

• China

• Brazil

• Hungary

• Uruguay

107 Solution Centers in 20 countries

Strong Foundation

Broad Diversification

Elements of Strategy

4. Strategic Acquisitions

- Enter new geographies / market segments
- Gain domain / technology expertise
- Acquire Intellectual property

Strong Foundation

Broad Diversification

Elements of Strategy

5. Non-Linear Business Models

- TCS Financial Solutions: End-to-end universal banking and insurance products and solutions
- Platform BPO: Bundling BPO with a common platform shared across clientele
 - Vertical: Insurance, Banking
 - Horizontal: HRO, F&A, Procurement, Analytics
- Small & Medium Business Platform: Launched in India in Feb 2011, progressing satisfactorily

A decorative graphic in the top-left corner consisting of a 2x2 grid of squares, each containing a horizontal line, creating a window-like pattern.

Tata Consultancy Services Financial Highlights

3Q 2012 and FY 2011 Financial Highlights

IFRS

USD Million

Key metrics	FY11	FY10	YoY	3Q12	2Q12	QoQ	3Q11	YoY
Revenue	\$8,187	\$6,339	29.1%	\$2,586	\$2,525	2.4%	\$2,144	20.6%
Gross Profit	\$3,682	\$2,927	25.8%	\$1,216	\$1,142	6.5%	\$974	24.8%
Gross Margin	44.97%	46.2%		47.01%	45.2%		45.4%	
Operating Income	\$2,279	\$1,682	35.5%	\$756	\$684	10.5%	\$606	24.8%
Operating Margin	27.84%	26.5%		29.24%	27.1%		28.3%	
Net Income	\$1,905	\$1,454	31.0%	\$568	\$528	7.6%	520	9.2%
Net Margin	23.27%	22.9%		21.96%	20.9%		24.3%	
Revenue INR mn	373,245	300,289	24.3%	132,040	116,335	13.5%	96,633	36.6%

In Summary

- There is headroom for growth
 - Global investments in technology continue to grow
 - Rate of change of technology is accelerating, forcing more outsourcing
 - Our addressable market keeps expanding
- TCS' Strategies for long term sustainable growth are delivering
- TCS Operational streamlining has
 - Resulted in a leaner, more agile organization
 - Given us a sustainable cost structure



Thank You

IT Services
Business Solutions
Outsourcing