



**TATA**  
CONSULTANCY  
SERVICES

# TCS Financial Results

Quarter II FY 2020 - 21

October 07, 2020



# Disclaimer

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 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.

# Q2 FY21 Performance Highlights

## ➤ Revenue:

- INR Revenue of ₹ 401,350 Mn, up 4.7% QoQ, up 3.0% YoY
- USD Revenue of \$ 5,424 Mn, up 7.2% QoQ, down 1.7% YoY
- Constant currency revenue up 4.8% QOQ, down 3.2% YoY

## ➤ Profit:

- Operating Margin at 26.2%\*
- Net Margin at 21.0%\*
- Cash flow from operations at 125.9% of net profit\*

## ➤ Demand:

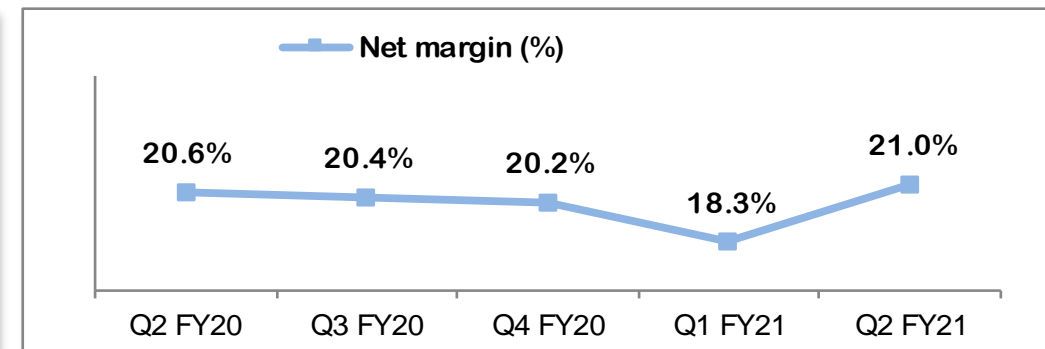
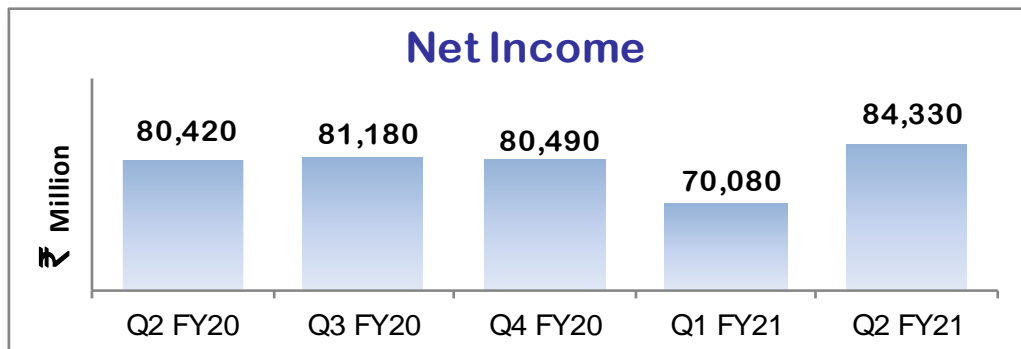
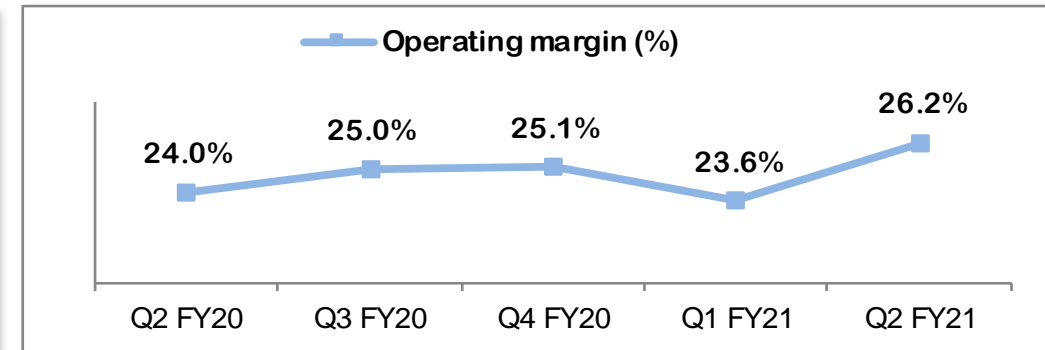
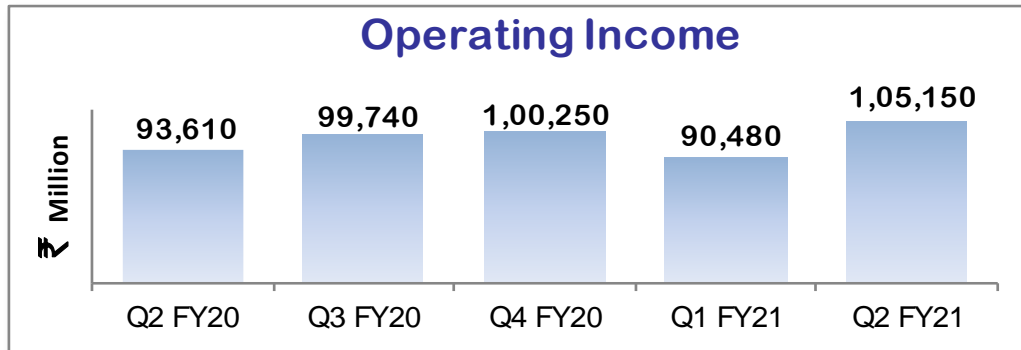
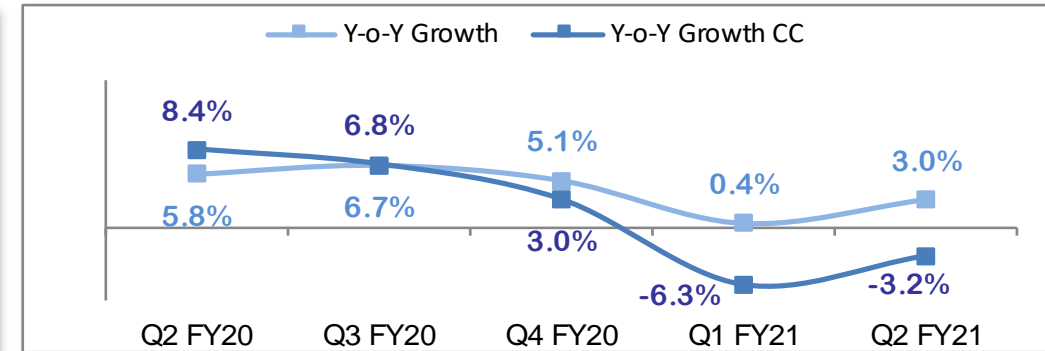
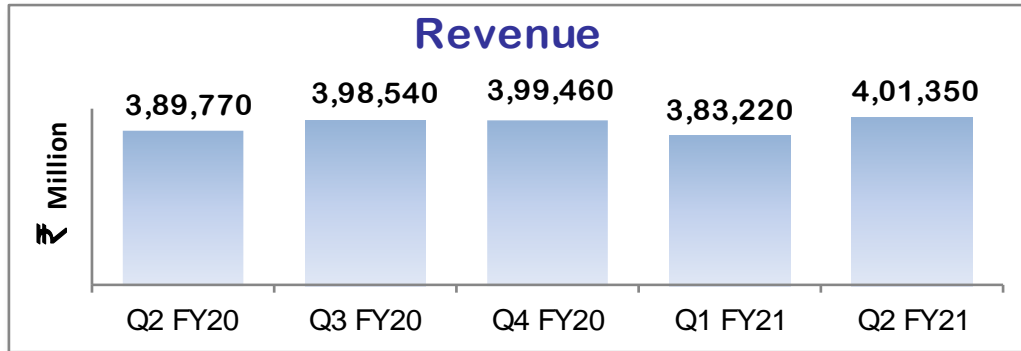
- Clients \$100M+ up by 2 ; \$20M+ up by 3 & \$5M+ up by 11 YoY

## ➤ People:

- Net addition of 9,864 associates, closing headcount: 453,540
- All time low LTM attrition of 8.9% in IT Services

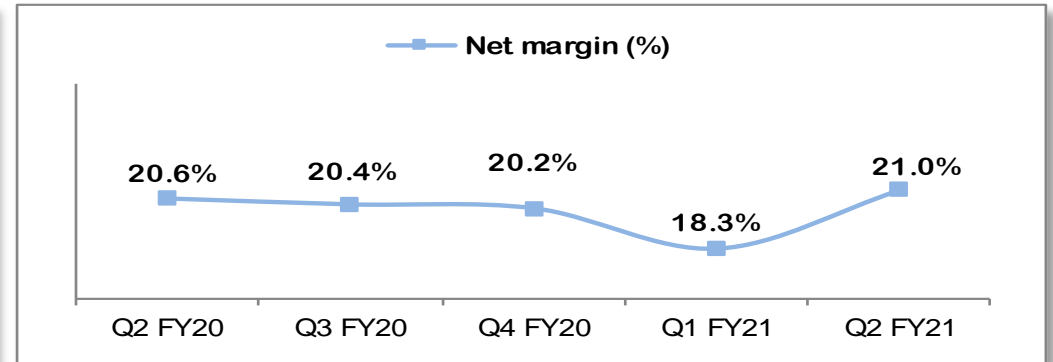
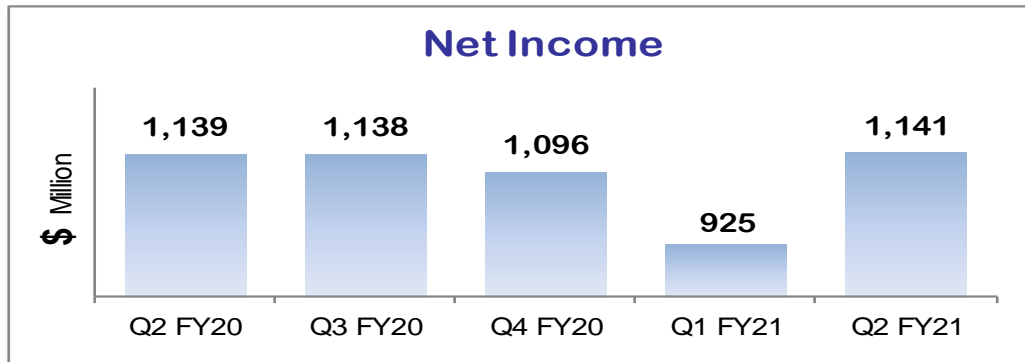
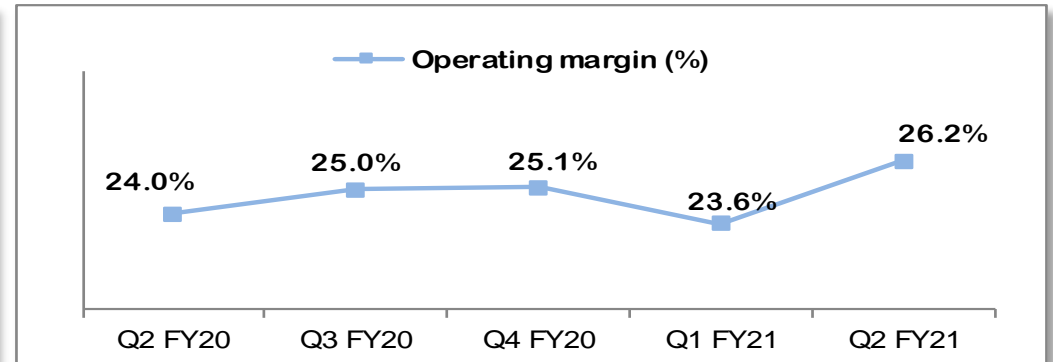
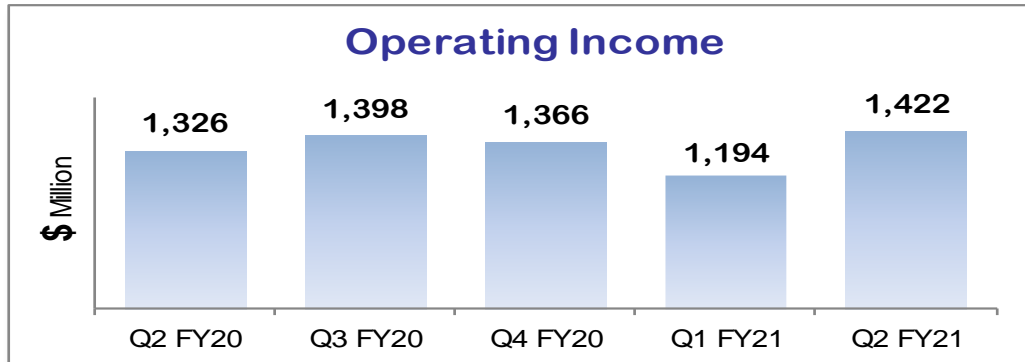
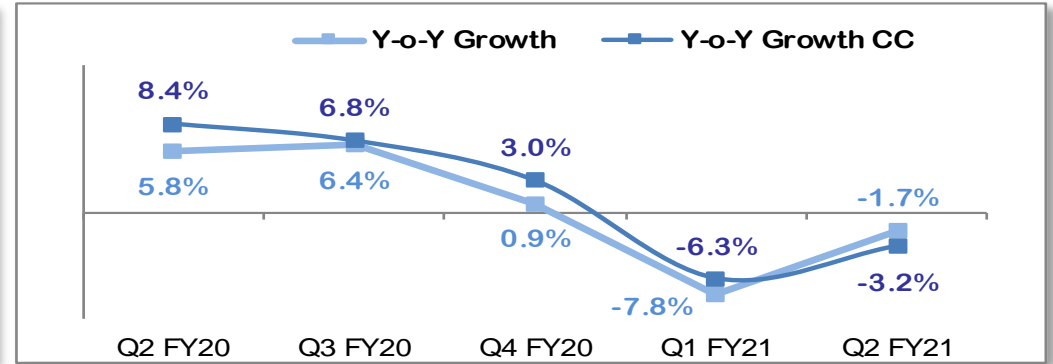
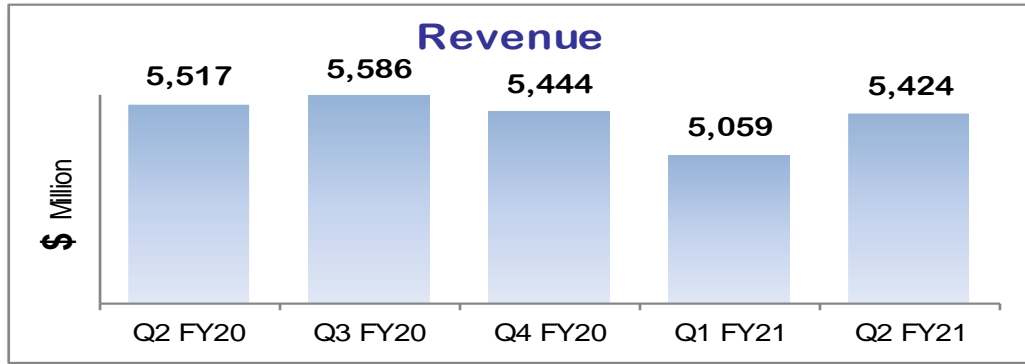
\*excludes legal claim provision

# Growth Summary (INR)



\*Q2FY21 excludes legal claim provision

# Growth Summary (USD)



\* Q2FY21 excludes legal claim provision



**TATA**  
CONSULTANCY  
SERVICES

# Operational Parameters

---



# Growth by Market

Geography (%)	Q2 FY20	Q1 FY21	Q2 FY21	Q-o-Q CC Growth	Y-o-Y CC Growth
<b>Americas</b>					
North America	50.6	51.4	<b>49.9</b>	<b>3.6</b>	<b>-3.0</b>
Latin America	1.9	1.7	<b>1.7</b>	<b>5.5</b>	<b>-2.7</b>
<b>Europe</b>					
UK	15.6	15.3	<b>15.5</b>	<b>3.8</b>	<b>-8.1</b>
Continental Europe	14.6	15.6	<b>16.3</b>	<b>6.1</b>	<b>3.7</b>
<b>India</b>	5.7	4.3	<b>5.0</b>	<b>20.0</b>	<b>-10.7</b>
<b>Asia Pacific</b>	9.4	9.8	<b>9.7</b>	<b>2.9</b>	<b>-1.8</b>
<b>MEA</b>	2.2	1.9	<b>1.9</b>	<b>8.0</b>	<b>-5.4</b>
<b>Total</b>	100.0	100.0	<b>100.0</b>	<b>4.8</b>	<b>-3.2</b>

# Growth by Domain

Vertical (%)	Q2 FY20	Q1 FY21	Q2 FY21	Q-o-Q CC Growth	Y-o-Y CC Growth
<b>BFSI</b>	31.3	31.5	<b>31.9</b>	<b>6.2</b>	<b>-1.1</b>
<b>Retail &amp; CPG</b>	14.9	14.0	<b>14.6</b>	<b>8.8</b>	<b>-5.7</b>
<b>Communication &amp; Media</b>	6.9	6.9	<b>6.5</b>	<b>-2.4</b>	<b>-10.1</b>
<b>Manufacturing</b>	9.8	9.7	<b>9.4</b>	<b>1.4</b>	<b>-7.3</b>
<b>Life Sciences &amp; Healthcare</b>	8.0	9.6	<b>9.8</b>	<b>6.9</b>	<b>17.2</b>
<b>Technology &amp; Services</b>	8.7	9.1	<b>8.9</b>	<b>3.1</b>	<b>-1.5</b>
<b>Regional Markets &amp; Others</b>	20.4	19.2	<b>18.9</b>	<b>3.7</b>	<b>-9.2</b>
<b>Total</b>	100.0	100.0	<b>100.0</b>	<b>4.8</b>	<b>-3.2</b>



# Service Lines Commentary

- COVID pandemic continues to impact businesses. However, we see a clear surge in future-focused discretionary investments for growth & transformation.
- Strong, broad-based rebound across industry verticals & geographies. Growth led by Cloud & Security, Analytics and Cognitive Business Operations
- Significant scaling of investments and Service Line organization alignment to the Hyperscale cloud platforms.
- TCS was a big beneficiary of the trend of vendor consolidation across customers.
- Saw a rebound in demand this quarter in customer & employee experience, supply chain, resilient operations, automation and robust security posture, increasingly led by business stakeholders.



## Consulting & Services Integration

As companies look beyond the pandemic & adapt to the new realities, location independent execution, contactless customer experience, M&A and consolidation of enterprise group functions are all broad trends gaining momentum in major markets. Strong participation from TCS in our customers' strategic initiatives resulted in growth in Enterprise agility, M&A services, Finance & Shared Services.



## Cognitive Business Operations

TCS 'Zero Touch' Models (AI/ML enabled process mining) resulting in 100% remote execution emerging as the industry leading practice. While growth was strong across all CBO services, Intelligent Process Automation, Digital Service Desk, Finance & Supply Chain cognitive operations stood out.



## Analytics & Insights

Data & Analytics is transforming decision-making by enabling product differentiation, business agility, customer segmentation & targeting, and boundaryless collaboration within the enterprise and across ecosystems. Growth during the quarter was led by Customer Analytics, Data Estate modernization, and Risk, Regulatory & Compliance Analytics. TCS D3 (DATOM, DaEzMo, Decision Fabric) has seen strong resonance across industries.



## Cyber Security

Strong demand for global security technology implementations driven by the need for cyber resilience & standardized posture across estates. TCS operationalized Threat Management Centers across 10+ cities globally. Launched a suite of services & solutions for Cyber Insurance. Services such as Enterprise vulnerability management, Identity & Access management and Managed Services continued their strong growth trajectory.



## Cloud Services

The cloud platforms today represent an innovation ecosystem allowing conceptualization & deployment of new business models for organizations to transform & grow, in addition to being a key efficiency enabler. Strong growth momentum during the quarter for public and private cloud services spanning Applications, Infrastructure migration, Modernization, and Digital workplace services.



## Interactive

TCS saw strong growth during the quarter in Interactive design, Digital Marketing and Content services, capitalizing on the trend of Design emerging as a key enabler for re-imagining products, services, business models & customer experience. CMOs - who are now a key customer stakeholder for TCS - are playing a key role in shaping the above trends.

# Client Parameters

Clients Contribution	Q2 FY20	Q1 FY21	Q2 FY21
US\$ 1m+ Clients	1032	1066	<b>1076</b>
US\$ 5m+ Clients	554	564	<b>565</b>
US\$ 10m+ Clients	398	382	<b>386</b>
US\$ 20m+ Clients	225	230	<b>228</b>
US\$ 50m+ Clients	101	100	<b>97</b>
US\$ 100m+ Clients	47	48	<b>49</b>

\*Last Twelve Months' services revenues

# Key Highlights (1/3)



## Consulting & Services Integration

- Selected by a global electrical appliances company, to transform the global supply chain processes through intelligent planning, leveraging a world class Integrated Business Planning platform, across multiple countries in the APAC region. The objective of this transformation program is to improve efficiency, reliability and resilience in operations.
- Selected by a US based multinational food processing company, for the integration of a recent acquisition. TCS is establishing an Integration Management Office to oversee all aspects of the integration including coordinating, managing, allocating resources and reporting on the complex systems associated with each.
- Selected by a global leader in credit ratings and research, to help enable their aggressive acquisition strategy. TCS will leverage an adaptable integration framework, to support the on-boarding and integration of the acquired entities onto their next generation digital ERP platform. This effort will result in a repeatable framework for all future Integrations for greater business agility.
- Selected by a leading bank headquartered in Australia, to strengthen its Risk Management frameworks. TCS will facilitate end-to-end traceability of transactions from origination to fulfillment and leverage its AI-powered Smart Quality Engineering platform, to enable faster time to market and higher first time right, in compliance with financial crime and fraud management regulations. TCS will also implement a Financial Assurance Service Platform to drive improvements in the collections process for their Retail Banking business.
- Selected by Maurices, a women's fashion-apparel retail chain in North America, as the digital transformation partner to help build a greenfield IT ecosystem for. TCS will help Maurice's strategize, create and operationalize a new secure, future-proof architecture that will drive synergy and agility across its enterprise.
- Engaged by Travelport, a leading travel and tourism technology company, for transforming the overall customer experience by simplifying the product and technology stack.



## Cloud & Security

- Selected by Albertsons, a leading food and drug retailer in the United States, to advance its transformation journey by modernizing and migrating critical mainframe-based legacy systems to a public cloud.
- A Global Leader in Beverages Industry, has chosen TCS Enterprise Cloud as a part of their Next Generation Hybrid Cloud strategy. This will enable a standardized IT solution for all their Global business subsidiaries, bringing in complete transparency and consumption efficiencies.
- Selected by a financial services company headquartered in the United States, as the strategic partner for the design and development of a wealth management platform on a leading public cloud. This microservices and serverless architecture-based platform will deliver superior customer experience with enterprise-wide, omni-channel, digital collaboration for the client and partner ecosystem.
- Engaged by a North American Healthcare major, to build a Microservices based platform leveraging Cloud native technologies to support business growth. The modernized applications will remediate existing vulnerabilities and enable the client to better support patients throughout their wellness journey.
- Engaged by a North American Insurance major, to transform their Mainframe legacy Policy Administration system into a modern microservices based architecture on a leading cloud hyperscale platform, to reduce technical debt, increase efficiency and ensure quicker response to market volatility for the company.
- Engaged by a large Nordic Insurance companies, to modernize and manage their Integration platforms. This will make the company more agile and responsive in bringing new products and services much faster to market by integrating in-house applications and back end services rapidly.
- Selected by one of the largest global gift cards and financial services provider, to provide managed services support for ERP and CRM solutions on a hyperscale cloud platform. TCS will leverage MFD™ based test automation to improve productivity and customer engagement.
- Selected by a large global private trading group, to manage its infrastructure and security solutions. TCS solution, consisting of Cloud Exponence services and Digital Service Desk will accelerate digital adoption, improve agility and increase efficiencies.

# Key Highlights (2/3)

## Cognitive Business Operations, Enterprise Applications & Automation

- Selected by the North America division of a global automaker, as their partner in transforming the delivery model for IT Infrastructure services. The objective of this engagement is to transform into a next-gen cloud ready, agile delivery model, that helps them remove inefficiencies, improve agility for their business units and optimize costs. As part of this initiative, TCS will deploy its Machine First Delivery Model (MFDM™) powered by ignio™ AIOps platform, consolidate existing partners and develop a long-term transformation roadmap.
- Chosen by a UK retail and financial services major, to streamline its IT landscape and operations. TCS ignio™ led automation will help achieve significant operational efficiency gains. TCS has also been chosen as their security partner to achieve increased cyber security resilience in a managed services model.
- Engaged by TPG Telecom Ltd , a major Australian mobile telecommunications company and internet service provider, as the strategic partner for end-to-end Managed Services for Application, Infrastructure, End User and Cyber Security Services. TCS will leverage Machine First Delivery Model (MFDM™) towards Service Excellence, Safe and Secure IT, Proactive and Preventive Maintenance and Application Lifecycle Management along with enhanced visibility to cyber risks.
- Engaged by a leading British multinational retailer, as transformation partner for HR Functions with a leading enterprise cloud suite across all their stores and **offices in UK**. This transformation will ensure enhanced employee experience, operational efficiency, retention of talent as well as faster talent acquisition with reduced time to onboard.
- Engaged by a multinational automotive corporation, for transforming their business process in compliance with NAFTA, onto a leading service cloud platform. The transformation will enable them to fortify risk mitigation and customer retention programs.
- Chosen by a leading European Retail company, to transform the business operations into a next-gen model leveraging TCS MFDM™ powered by ignio™. This will help the customer continually adopt best practices, accelerate time to market and improve efficiency.
- Selected by a middle-eastern multinational conglomerate, to transform its Finance & Accounting operations spanning Procure to Pay, Customer to Cash, Record to Report, Master Data Management, Financial Planning & Analysis and Payroll Services. TCS ignio™ will be leveraged as part of the engagement for delivering with a Machine First approach.

## Interactive

- Chosen by a large global pharma company, for its Digital Marketing transformation, leveraging TCS' expertise in designed experience transformation. TCS solution will streamline multi-brand, multi-market marketing structure, standardize brand communication in compliance with regulatory requirements, coupled with the flexibility to localize communications across various country operations through digital channels.
- Selected by a European Consumer products company, for the continuous improvement of their global marketing technology landscape. TCS will enable intelligent automation and leverage its Digital Asset Management framework to enable personalization capabilities leading to enhanced user experience.
- Engaged by a prominent Australian Real Estate Services company, for realizing the value of Enterprise Content Management by bringing together various enterprise systems. TCS will design and implement an industry leading Information Management solution to enhance user experience, organizational agility and scalability.
- Selected by a European Railway Company, as their marketing transformation partner to help personalize the connected customer experience. This partnership will help them achieve growth objectives such as increased customer acquisition and conversion, increased travel frequency, and accelerated digital shift from offline to online channels.

# Key Highlights (3/3)



## Analytics & Insights

- Selected by a leading global bank, for its Data Warehouse Modernization program leveraging a leading cloud hyperscale platform, to drive organizational efficiencies across business functions including its international and retail operations and reduce capital expenditure.
- Selected by a leading European wholesale distributor of groceries, to modernize its data lake leveraging TCS' DAEzMo™, to drive business insights at scale and stay ahead of the curve. TCS will undertake transformation of their Data & Analytics capabilities to maximize operational efficiency, flexibility, and competitiveness in the areas of Recruitment, Operations, and Supply Chain.
- Chosen by a leading North American bank, as its strategic partner to enhance its Data Governance & Data Quality, thereby enabling it to stay agile and respond to fluctuating market demands. TCS solution, built on the strengths of DATOM™ and ignio™, will put in place an integrated Data Strategy and governance framework.
- Selected by a leading US-based Travel and Financial services firm, to build a financial relief program for the economic downturn for its credit and collections functions. TCS will create a 360-degree customer view for designing contextual programs, thereby improving client's customer engagement and driving business growth.
- Selected by a leading American multinational consumer goods corporation, to modernize its existing Product Information Management System, to provide a single place to collect, manage, and enrich product information; standardize product catalog across multiple channels, thereby helping enhance its business operations and take data-driven decisions to stay agile and quickly respond to market demands.



## IoT and Engineering Services, Quality Engg & Transformation

- Selected by a European retailer, to develop a leading hyperscale cloud based IoT platform. The enterprise IoT platform will provide a unified view of all IoT applications and operations in real time and enable them to take data backed business decisions with higher agility.
- Engaged by a USA-based biotechnology subsidiary of a multinational healthcare company, for their personalized healthcare program leveraging a unique combination of data at scale, advanced analytics and digital technologies for personalized diagnosis, care, treatment access, and monitoring. TCS' solution will glean insights by mining multiple data sources hosted on a hybrid environment. The solution aims to transform the healthcare provider's ability to ensure timely & appropriate treatment.
- Selected by a leading global Automotive OEM headquartered in APAC, as a design partner for implementing Infotainment systems for electric and hybrid vehicles. TCS has also been selected for their connected car Telematics Operations and monitoring for multiple vehicles for North America and Europe.
- Selected by a USA-based global analytical instrumentation manufacturing company, for their Engineering Application Maintenance and support services leveraging Agile, cloud-based Project Lifecycle Management platform, in a managed services model. TCS' dedicated support services will help their engineering business community to work seamlessly from New Product Introduction to services, improve overall efficiency.
- Selected by an American insurance group, as the delivery partner to assess all of its agent facing digital web content for compliance to the Web Content Accessibility Guidelines. TCS leveraged its Customer Experience Assurance Platform for automated assessments and its rich contextual knowledge to deliver quick results in agile iterations.
- Engaged by a global pharmaceutical company headquartered in Japan, as their quality transformation partner. TCS will leverage its TASE and CX Assurance platforms to test ERP systems for improved product quality and faster time to market.



**TATA**  
CONSULTANCY  
SERVICES

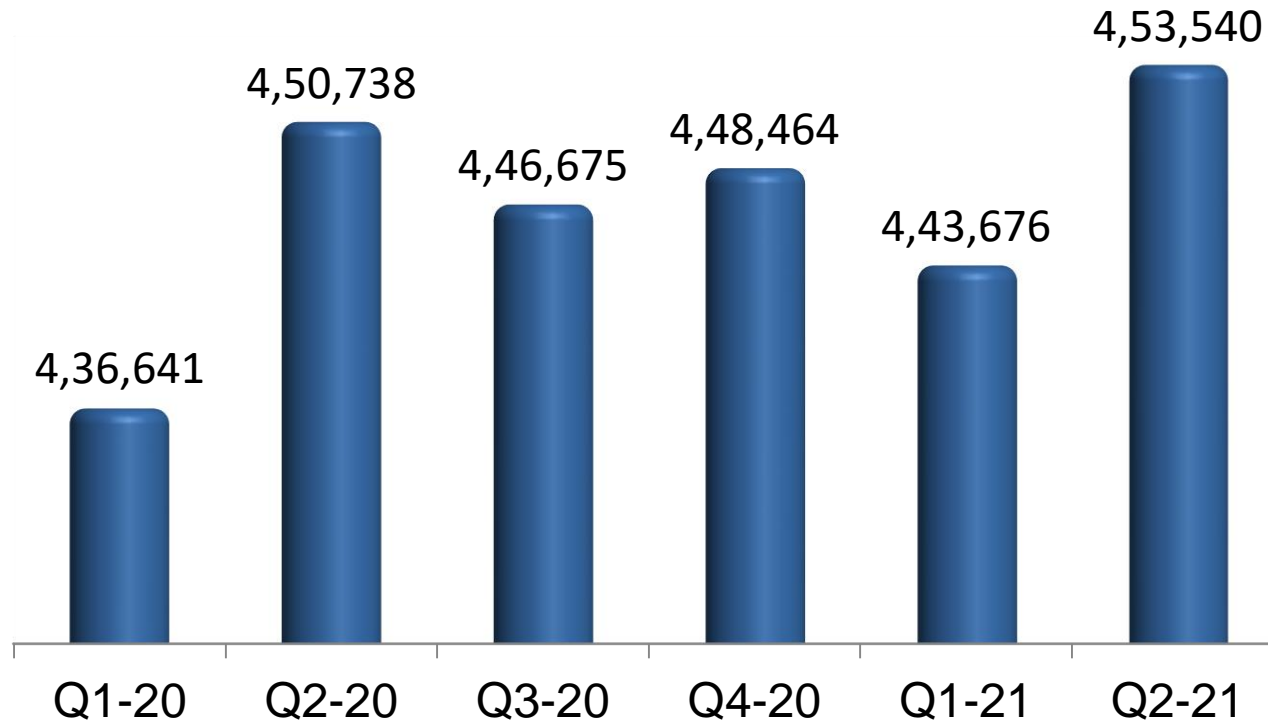
# Human Resources

---



# Total Employee Base

Total Employees : 453,540



## Attrition\*:

- 8.9 (LTM), IT Services

## Diversity:

- Women employees: 36.4%
- Nationalities: 147

\* Excluding Subsidiaries

## Talent Development:

- 10.2 Mn Learning hours
- 352k+ employees Digital Trained
- 427k+ employees Agile Trained



**TATA**  
CONSULTANCY  
SERVICES

# Annexure

---





# IFRS Income Statement

Consolidated IFRS	₹ Million			% of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
<b>Revenue</b>	<b>3,89,770</b>	<b>4,01,350</b>	<b>4,01,350</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Cost of revenue	2,30,630	2,37,150	2,37,150	59.17	59.09	59.09
<b>Gross margin</b>	<b>1,59,140</b>	<b>1,64,200</b>	<b>1,64,200</b>	<b>40.83</b>	<b>40.91</b>	<b>40.91</b>
SG & A expenses	65,530	59,050	71,230	16.81	14.71	17.74
<b>Operating income</b>	<b>93,610</b>	<b>1,05,150</b>	<b>92,970</b>	<b>24.02</b>	<b>26.20</b>	<b>23.17</b>
Other income (expense), net	11,680	7,400	7,400	3.00	1.84	1.84
<b>Income before income taxes</b>	<b>1,05,290</b>	<b>1,12,550</b>	<b>1,00,370</b>	<b>27.02</b>	<b>28.04</b>	<b>25.01</b>
Income taxes	24,710	27,930	25,330	6.34	6.96	6.31
<b>Income after income taxes</b>	<b>80,580</b>	<b>84,620</b>	<b>75,040</b>	<b>20.68</b>	<b>21.08</b>	<b>18.70</b>
Non-controlling interests	160	290	290	0.05	0.07	0.07
<b>Net income</b>	<b>80,420</b>	<b>84,330</b>	<b>74,750</b>	<b>20.63</b>	<b>21.01</b>	<b>18.63</b>
Earnings per share in ₹	21.43	22.48	19.93			

\*excludes legal claim provision

# COR – SG&A Details

COR	₹ Million			%of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
Employee cost	1,64,200	1,78,690	1,78,690	42.13	44.52	44.52
Fees to external consultants	31,480	28,960	28,960	8.08	7.22	7.22
Equipment and software	4,650	2,660	2,660	1.19	0.66	0.66
Facility expenses	4,730	3,270	3,270	1.21	0.82	0.82
Depreciation	6,530	7,570	7,570	1.67	1.89	1.89
Travel	5,940	2,180	2,180	1.52	0.54	0.54
Communication	3,300	3,590	3,590	0.85	0.89	0.89
Other expenses	9,800	10,230	10,230	2.52	2.55	2.55
<b>Cost of Revenue</b>	<b>2,30,630</b>	<b>2,37,150</b>	<b>2,37,150</b>	<b>59.17</b>	<b>59.09</b>	<b>59.09</b>

SGA	₹ Million			%of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
Employee cost	50,500	47,960	47,960	12.96	11.95	11.95
Fees to external consultants	1,310	1,520	1,520	0.34	0.38	0.38
Facility expenses	2,320	1,730	1,730	0.59	0.43	0.43
Depreciation	2,120	2,410	2,410	0.54	0.60	0.60
Travel	2,210	640	640	0.57	0.16	0.16
Communication	890	1,210	1,210	0.23	0.30	0.30
Provision for Doubtful Debts	380	770	770	0.10	0.19	0.19
Provision towards Legal Claim	-	-	12,180	-	-	3.03
Other expenses	5,800	2,810	2,810	1.48	0.70	0.70
<b>S G &amp; A expenses</b>	<b>65,530</b>	<b>59,050</b>	<b>71,230</b>	<b>16.81</b>	<b>14.71</b>	<b>17.74</b>

\*excludes legal claim provision

# Cash Flow Summary

IFRS in ₹ Mn	Q2 FY20	Q2 FY21
Net Cash from Operations	86,860	1,06,180
Capital Expenditure	7,380	6,320
Free Cash Flow	79,480	99,860
Dividends Paid	22,640	19,000
Operating Cash Flow to Sales (%)	22.3	26.5
Operating Cash Flow to Net Profit (%)	108.0	125.9
Total Cash and Investments	5,46,390	5,85,940

\* Q2FY21 Net Profit excludes legal claim provision

# IFRS Statement of Financial Position

Consolidated IFRS	31-Mar-20		30-Sep-20	
	₹ Million	%	₹ Million	%
<b>Assets</b>				
Property and equipment	1,19,380	9.71	1,18,810	8.77
Right-of-use Assets	79,940	6.50	77,010	5.68
Intangible assets and Goodwill	41,330	3.35	42,580	3.14
Accounts Receivable	3,06,060	24.88	2,83,090	20.89
Unbilled Revenues	1,05,440	8.57	1,00,220	7.39
Investments	2,63,560	21.42	3,66,170	27.01
Cash and Cash equivalents	86,460	7.03	63,440	4.68
Other current assets	1,48,950	12.12	2,28,050	16.85
Other non current assets	79,010	6.42	75,780	5.59
<b>Total assets</b>	<b>12,30,130</b>	<b>100.00</b>	<b>13,55,150</b>	<b>100.00</b>
<b>Liabilities and Shareholders' Equity</b>				
Shareholders' Funds	8,62,400	70.10	9,72,540	71.76
Other current liabilities	2,70,600	22.00	2,89,290	21.35
Other non-current liabilities	90,900	7.38	86,940	6.41
Non-controlling interests	6,230	0.52	6,380	0.48
<b>Total Liabilities</b>	<b>12,30,130</b>	<b>100.00</b>	<b>13,55,150</b>	<b>100.00</b>

# IFRS Income Statement – In USD

Consolidated IFRS	\$ Million			% of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
<b>Revenue</b>	<b>5,517</b>	<b>5,424</b>	<b>5,424</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Cost of revenue	3,264	3,205	3,205	59.17	59.09	59.09
<b>Gross margin</b>	<b>2,253</b>	<b>2,219</b>	<b>2,219</b>	<b>40.83</b>	<b>40.91</b>	<b>40.91</b>
SG & A expenses	927	797	962	16.81	14.71	17.74
<b>Operating income</b>	<b>1,326</b>	<b>1,422</b>	<b>1,257</b>	<b>24.02</b>	<b>26.20</b>	<b>23.17</b>
Other income (expense), net	166	101	101	3.00	1.84	1.84
<b>Income before income taxes</b>	<b>1,492</b>	<b>1,523</b>	<b>1,358</b>	<b>27.02</b>	<b>28.04</b>	<b>25.01</b>
Income taxes	350	378	342	6.34	6.96	6.31
<b>Income after income taxes</b>	<b>1,142</b>	<b>1,145</b>	<b>1,016</b>	<b>20.68</b>	<b>21.08</b>	<b>18.70</b>
Non-controlling interests	3	4	4	0.05	0.07	0.07
<b>Net income</b>	<b>1,139</b>	<b>1,141</b>	<b>1,012</b>	<b>20.63</b>	<b>21.01</b>	<b>18.63</b>
Earnings per share in \$	0.30	0.30	0.27			

\*excludes legal claim provision (refer note 19 to Financial Statements)

# COR – SG&A Details – In USD

COR	\$ Million			% of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
Employee cost	2,324	2,415	2,415	42.13	44.52	44.52
Fees to external consultants	445	391	391	8.08	7.22	7.22
Equipment and software	66	36	36	1.19	0.66	0.66
Facility expenses	67	44	44	1.21	0.82	0.82
Depreciation	92	102	102	1.67	1.89	1.89
Travel	84	30	30	1.52	0.54	0.54
Communication	47	49	49	0.85	0.89	0.89
Other expenses	139	138	138	2.52	2.55	2.55
<b>Cost of Revenue</b>	<b>3,264</b>	<b>3,205</b>	<b>3,205</b>	<b>59.17</b>	<b>59.09</b>	<b>59.09</b>

SGA	\$ Million			% of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
Employee cost	715	648	648	12.96	11.95	11.95
Fees to external consultants	19	20	20	0.34	0.38	0.38
Facility expenses	33	23	23	0.59	0.43	0.43
Depreciation	30	33	33	0.54	0.60	0.60
Travel	31	9	9	0.57	0.16	0.16
Communication	12	16	16	0.23	0.30	0.30
Provision for Doubtful Debts	5	10	10	0.10	0.19	0.19
Provision towards Legal Claim		-	165	-	-	3.03
Other expenses	82	38	38	1.48	0.70	0.70
<b>SG&amp;A expenses</b>	<b>927</b>	<b>797</b>	<b>962</b>	<b>16.81</b>	<b>14.71</b>	<b>17.74</b>

\*excludes legal claim provision (refer note 19 to Financial Statements)

# IFRS Statement of Financial Position in USD

Consolidated IFRS	31-Mar-20		30-Sep-20	
	\$ Million	%	\$ Million	%
<b>Assets</b>				
Property and equipment	1,583	9.71	1,610	8.77
Right-of-use Assets	1,060	6.50	1,044	5.68
Intangible assets and Goodwill	547	3.35	577	3.14
Accounts Receivable	4,057	24.88	3,836	20.89
Unbilled Revenues	1,398	8.57	1,358	7.39
Investments	3,494	21.42	4,961	27.01
Cash and Cash equivalents	1,146	7.03	860	4.68
Other current assets	1,976	12.12	3,095	16.85
Other non current assets	1,048	6.42	1,026	5.59
<b>Total assets</b>	<b>16,309</b>	<b>100.00</b>	<b>18,367</b>	<b>100.00</b>
<b>Liabilities and Shareholders' Equity</b>				
Shareholders' Funds	11,433	70.10	13,180	71.76
Other current liabilities	3,587	22.00	3,921	21.35
Other non-current liabilities	1,204	7.38	1,178	6.41
Non-controlling interests	85	0.52	88	0.48
<b>Total Liabilities</b>	<b>16,309</b>	<b>100.00</b>	<b>18,367</b>	<b>100.00</b>

# Ind AS Income Statement - Consolidated

Consolidated Ind AS	₹ Crore			% of Revenue		
	Q2 FY20	Q2 FY21		Q2 FY20	Q2 FY21	
		Ex Adj*	Reported		Ex Adj*	Reported
<b>Revenue</b>	<b>38,977</b>	<b>40,135</b>	<b>40,135</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
<b>Expenditure</b>						
a) Employee Costs	21,470	22,665	22,665	55.08	56.47	56.47
b) Cost of equipment and software licences	465	266	266	1.19	0.66	0.66
c) Other Operating expenses	6,817	5,691	5,691	17.49	14.18	14.18
d) Depreciation	864	998	998	2.22	2.49	2.49
<b>Total Expenditure</b>	<b>29,616</b>	<b>29,620</b>	<b>29,620</b>	<b>75.98</b>	<b>73.80</b>	<b>73.80</b>
<b>Profit Before Taxes, Other Income &amp; Exceptional Items</b>	<b>9,361</b>	<b>10,515</b>	<b>10,515</b>	<b>24.02</b>	<b>26.20</b>	<b>26.20</b>
Provision for legal claim	-	-	1,218	-	-	3.03
<b>Profit Before Taxes &amp; Other Income</b>	<b>9,361</b>	<b>10,515</b>	<b>9,297</b>	<b>24.02</b>	<b>26.20</b>	<b>23.17</b>
Other income (expense), net	1,168	740	740	3.00	1.84	1.84
<b>Profit Before Taxes</b>	<b>10,529</b>	<b>11,255</b>	<b>10,037</b>	<b>27.02</b>	<b>28.04</b>	<b>25.01</b>
Provision For Taxes	2,471	2,793	2,533	6.34	6.96	6.31
<b>Profit After Taxes &amp; Before Non-controlling interests</b>	<b>8,058</b>	<b>8,462</b>	<b>7,504</b>	<b>20.68</b>	<b>21.08</b>	<b>18.70</b>
Non-controlling interests	16	29	29	0.05	0.07	0.07
<b>Net Profit</b>	<b>8,042</b>	<b>8,433</b>	<b>7,475</b>	<b>20.63</b>	<b>21.01</b>	<b>18.63</b>
Earnings per share in ₹	21.43	22.48	19.93			

\*excludes legal claim provision (refer note 18 to Financial Statements)



# Ind AS Balance Sheet - Consolidated

Consolidated Ind AS	₹ Crore		%	
	31-Mar-20	30-Sep-20	31-Mar-20	30-Sep-20
<b>ASSETS</b>				
Property, plant and equipment	12,130	12,143	10.03	9.10
Right-of-use assets	7,994	7,701	6.61	5.77
Investments	26,356	36,617	21.80	27.45
Deferred tax assets (net)	2,828	3,052	2.34	2.29
Goodwill (on consolidation)	1,710	1,774	1.41	1.33
Cash and Bank Balance	9,666	10,578	8.00	7.93
Current Assets, Loans and Advances	54,431	56,396	45.02	42.27
Non-current assets, Loans and advances	5,784	5,137	4.79	3.86
<b>Total Assets</b>	<b>1,20,899</b>	<b>1,33,398</b>	<b>100.00</b>	<b>100.00</b>
<b>EQUITY AND LIABILITIES</b>				
Shareholders' Funds	84,126	95,137	69.58	71.32
Non-controlling interests	623	638	0.52	0.48
Deferred tax liabilities (net)	779	639	0.64	0.48
Current liabilities and provisions	27,060	28,929	22.38	21.68
Non-current liabilities and provisions	8,311	8,055	6.88	6.04
<b>Total Liabilities</b>	<b>1,20,899</b>	<b>1,33,398</b>	<b>100.00</b>	<b>100.00</b>

# Currency mix and average realized rates in INR

Currency	Average rates			% of Revenue		
	Q2 FY20	Q1 FY21	Q2 FY21	Q2 FY20	Q1 FY21	Q2 FY21
USD	70.65	75.75	74.00	53.16%	54.04%	52.07%
GBP	86.30	93.96	96.15	13.79%	13.30%	13.52%
EUR	78.07	83.67	87.04	10.57%	11.11%	12.06%
Others				22.48%	21.55%	22.35%
<b>Total</b>				<b>100.00%</b>	<b>100.00%</b>	<b>100.00%</b>



**TATA**  
CONSULTANCY  
SERVICES

Thank You

---

