Investor Presentation
October 2019
Forward Looking Statements

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.
Tata Consultancy Services

- $20.9 BN Revenue FY 19
- $6.8 BN Revenue from digital
- Among the Top 5 Global IT Service Providers
- 183 Solution Centers in 19 countries
- 450,000+ Employees 146 nationalities
- 163,000+ Women employees
- 11.6% Lowest Attrition rate in the IT Services industry

TCS is a global IT services, consulting and business solutions leader partnering with the world’s leading businesses in their transformational journeys.
The Journey so far

Industry-leading top-line growth... 14-year CAGR: 16.8%

... with superior profitability 14-year CAGR: 20.8%

Judicious usage of cash... 2%

...and higher-than-benchmark share performance

<table>
<thead>
<tr>
<th>Shareholder payout</th>
<th>Invested Funds</th>
<th>Capex</th>
<th>Acquisitions</th>
</tr>
</thead>
<tbody>
<tr>
<td>65%</td>
<td>20%</td>
<td>13%</td>
<td>2%</td>
</tr>
</tbody>
</table>

FY05 to FY19
Leading Technology Change
Leading through 50 Years of Technology Change

- **1970s**: Mainframes, Unix, VAX, AS/400
- **1980s**: DBMS, RDBMS, Material Resource Planning, COBOL, Object Oriented
- **1990s**: Windows 95, Linux, ERP, HRMS, CRM, FS, BPS, Client/Server, Thin Client
- **2000s**: Virtualization, Grids, BI, Marts, NoSQL, SaaS, SoA, Agile
- **2010s**: Cloud, Edge, Fog, Mist, GPU, FPGA, Pervasive, Personal, Big Data, Analytics, Data Monetization, PaaS, BPaaS, Products & Platforms, APIs, DevOps

Key Technologies:
- **Industry 4.0**: IoT, Robotics, Drones, Cyber-Physical
- **Cyber**: Security, Privacy, Crypto, Wearables, Bions
- **Devices**: BYOD, Groupware, Apps, Smartphone
- **Digital**: RPA, Cognitive Automation, AI, Intelligent Agents
- **Applications**: Collaboration, Social, Touch, Interaction, Design, AR/VR
- **Automation**: Y2K Factory

Timeline:
- 1970s
- 1980s
- 1990s
- 2000s
- 2010s
The new era demands a different mindset …

EMBRACE RISK
MASS CUSTOMIZE
AGILE
AUTOMATED
LEVERAGE ECOSYSTEMS
CREATE EXPONENTIAL VALUE
INTELLIGENT
CLOUD

Intelligent, Agile, Automated, and on the Cloud
Digital Transformation Offerings

CONSULTING & SERVICES INTEGRATION
Enterprise Agility, M&A / Divestitures, Finance & Shared Services, CX Front Office Transformation, SCM as a Service, Next Gen Transformation

TCS Interactive
Commerce, Channels, Marketing, Engagement

Enterprise Intelligent Automation
Infra, Application, Process

Analytics & Insights
Business Analytics, Data Services

Cloud Infrastructure
Public, TCS Private & Hybrid Cloud

Business Platform Solutions
Industry Business Services
Digital & Customer Experience Operations
Network Management
Datacenter & Workplace Services
Cloud Operations

Conversational Experiences
Content, Care, Concierge, Commerce, Colleague

Cyber Security
I&AM, GRC, Digital Forensics, MSS, Cloud / Mobile/ IoT

Blockchain
Programs (Embark, Design, Scale), Platform Solns (Horizntl, Domain)

Quality Engg & Transformation
SmartQE, CX Assurance, Big Data, Video

Enterprise Application Services
SAP, Oracle, MS, Salesforce, Microsoft

Future of Work
Digital Workplace, ChatBots, Collaborative Tools, Gamification

Machine First Delivery Model™

IOT
Connected Devices, Industry 4.0, Digital Twin, Smart City, Digifleet, Energy Management, IP2

Cloud Apps, Microsvcs & API
Migration, Modernization, Integration

bornagile

Digital Workplace, ChatBots, Collaborative Tools, Gamification
Gaining Leadership in Digital

- Digital adoption is progressing swiftly - project ticket sizes are going up
- Early adopters are now taking up core transformation programs
- Large scale, large scope, complex and risky undertakings: TCS is the preferred partner

FY 19: TCS was ranked a Leader in 84 competitive assessments in digital technologies by major research firms
“There are no legacy people, only legacy technologies”

<table>
<thead>
<tr>
<th>Scalable Reskilling using the Digital Learning Platform</th>
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<tbody>
<tr>
<td>Access: Anytime, Anyplace, Any device</td>
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<tr>
<td>Content: Rich &amp; Expanding Crowd sourced “faculty”</td>
</tr>
<tr>
<td>Delivery: Domain-infused, Culture focused, Gamified</td>
</tr>
<tr>
<td>Infrastructure: Cloud based, Immersive and Virtual</td>
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<table>
<thead>
<tr>
<th>Analytics and Insights</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qlik, Pentaho, MapR, Spark, Solr, Splunk, Hadoop, Cassandra, Apache, Couchbase, Vio, MongoDB</td>
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<table>
<thead>
<tr>
<th>Cloud</th>
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</thead>
<tbody>
<tr>
<td>Chef, Google Cloud Platform, Amazon Web Services, Azure, Docker, JAMSTACK, Quality, RightScale, AppDynamics, SoftLayer, Scalr</td>
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<table>
<thead>
<tr>
<th>Mobility, Digital Marketing</th>
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</thead>
<tbody>
<tr>
<td>Adobe, Microsoft, Xamarin, Oracle, IBM, Salesforce, Tivo, Vormetric, AppScan, Fortify, BurpSuite, Layer7, Mobile Iron</td>
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<table>
<thead>
<tr>
<th>IOT &amp; Cyber Security</th>
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</thead>
<tbody>
<tr>
<td>DataGuise, Bosch, CA SiteMinder, IBM Worklight, Symantec, Splunk, AppScan, National, Nessus, Apigee</td>
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</tbody>
</table>

322k associates trained in Digital | 10 Mn Learning hours logged in 2Q’20
Go Agile at Scale

World’s largest Agile-ready workforce:
- **US Home Supplies Retailer**
  - Time to market: 90% reduction
  - Product Quality: 30% improvement
- **Australian Bank**
  - Time to market: 65% reduction
  - Product Quality: 80% improvement
- **Large US Financial Services Co**
  - Time to market: 20-50% reduction
  - Product Quality: 60% improvement
- **Leading Cargo Handler**
  - Time to market: 90% reduction
  - Product Quality: 30% improvement

**Market Success:**
- **391K+** Agile-trained employees
- **140K+** Agile practitioners
- **745** Agile delivery centres
- **500+** Clients
- **6,000+** Agile engagements
- **700+** Engagements with Agile as primary methodology

Location - Independent Agile

Our thought-leading framework that helps customers adopt Agile at scale, and gain concrete business benefits.
Investments in Digital - Products, Platforms & Partnerships

**PRODUCTS**
- TCS MasterCraft
- TCS BOXNCS
- ignio
- Customer Intelligence & Insights
- Omnistore™
- Intelligent Urban Exchange
- Optumera™
- 4,874 patent applications; 1,121 granted

**PLATFORMS**
- CHROMA™
- tap
- Jile
- TCS BOXNCS
- Advanced Drug Development
- HOBS
- TCS Connected Universe Platform
- ERP on Cloud

**ENABLERS**
- 20 Design Studios & Labs
- 150 Distributed Agile Development Centers
- 13 Innovation Centers
- Frameworks and Accelerators:
  - Network Function Virtualization (NFV) Framework
  - Sensor Data Analytics IoT Framework (SDAF)
  - Service Integration and Management Framework (SIAM)
  - Open Banking API Framework
  - Design Fabric
- 135+ Partnerships
Helping Customers Scale Their Innovation

Foundational Research
Computing, Physical Systems, Sciences, New Materials, Robotics, Sensing of Machines

Industry-Specific Research

Extended Ecosystem
Emerging technology companies, alliance partners, accelerators and academia

On-Demand Innovation

Sharing of ideas at the TCS Innovation Forum
Early Stage PoCs /PoTs
Innovation Champions
Custom COIN™
Bespoke Innovation Days
Crowd Sourcing Innovation through Hackathons/ Ideathons
Design Thinking and Agile Innovation at a Pace Port™

1,000+ Researchers | 1,121/4,874* Patents | 30+ Innovation Labs | 250+ Publications | ~250 MN USD investments

* Granted/ Applied
TCS' start-up program is organic, highly structured, and currently one of the largest among services companies.

- Mette Ahorlu
  Research Director, IDC
Longer Term Growth Strategy
Customer-centric Strategy: Going Deeper, Casting Wider

- Agile
- AI
- Accountability
- Cloud
- Research & Innovation
- Partnership Ecosystems
- MFDM
- Talent Development
- Full Stakeholder Coverage
- IP Development
- Relationship Focus
- Data & Analytics
- Time to market
- Contextual Knowledge
- RPA
- Blockchain
- IoT
- Putting the Customer at the centre

Superior Business Outcomes
Highly Satisfied Customers
Enduring Relationships
Going Deeper, Casting Wider: Business Outcomes

**Large Client Metrics**

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ 20 Mn+</td>
<td>136</td>
</tr>
<tr>
<td>US$ 50 Mn+</td>
<td>53</td>
</tr>
<tr>
<td>US$ 100 Mn+</td>
<td>24</td>
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</table>

**Rev per US$1 Million Client**

<table>
<thead>
<tr>
<th>FY14</th>
<th>FY19</th>
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<tr>
<td>$ Mn</td>
<td>18.8</td>
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Growth: 10.2%
Going Deeper, Casting Wider: Financial Outcomes

Revenue per capita ($cc)

- FY14: $44,738
- FY14 - FY19: $70,875
  Growth: 58.4%

Net Income per capita ($)

- FY14: $10,446
- FY14 - FY19: $10,945
  Growth: 4.8%
Cash Flow

Cash Conversion
OCF to Net Income

FY14: 83.2%
FY19: 100.6%

Free Cash Flow
USD Mn

FY14: $2,101
FY19: $4,217

Free Cash Flow/
Enterprise Value

FY14: 3.2%
FY19: 4.1%
### Strong Capital Allocation

#### Average Payout FY15-FY19: 81%

<table>
<thead>
<tr>
<th>Year</th>
<th>Shareholder Payout as % of Free Cash Flow</th>
<th>Free Cash Flow</th>
<th>Shareholder Payout</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>100%</td>
<td>$2,939</td>
<td>$2,929</td>
</tr>
<tr>
<td>FY16</td>
<td>53%</td>
<td>$2,886</td>
<td>$2,868</td>
</tr>
<tr>
<td>FY17</td>
<td>44%</td>
<td>$1,540</td>
<td>$1,540</td>
</tr>
<tr>
<td>FY18</td>
<td>104%</td>
<td>$1,687</td>
<td>$1,687</td>
</tr>
<tr>
<td>FY19</td>
<td>97%</td>
<td>$4,077</td>
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**Table:**

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<tr>
<th>Year</th>
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<td>$4,077</td>
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</table>
Unique, Purpose-Driven

“In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.”

- J N Tata
1839-1904

For every $1 returned to shareholders by TCS, $0.47 goes back to the community, giving TCS a unique, purpose-driven worldview.
TCS In The Community

Wellness
TCS promotes health and wellness in all the communities it works in. We are title sponsors of leading Marathons across the globe, and continuously applying innovations to healthcare practices and awareness.

STEM Education
In countries like the UK, North America, LatAm and Australia facing shortage of tech skills, TCS has devised various programs and reached over 660,000+ students in FY 2019 through STEM initiatives to spark interest in science and technology.

Skills development
TCS' Education and Skill Development initiatives cover the entire life path of students from school to Ph.D. as also skilling and adult literacy that enables livelihood.
In Summary: TCS Strategy Driving Differentiated Outcomes

**Market Trends**
- More and more industries are leveraging technology to differentiate themselves
- Customers want solutions to business problems and not just technology skills
- Non CIO buyers emerging in enterprises
- Transformational partners selected based on solution quality and time to market
- Greater platformization of business

**TCS Approach**
- Ramping up Research & Innovation, co-innovation and collaboration
- Domain-specific IP
- Greater focus on proactive solution selling
- Full stakeholder services
- Leverage TCS’ contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property
- Launch of cloud based platforms and new business models
- Leverage IP portfolio

**Outcomes**
- Industry-defining mega deals
- Thinner competitive set
- Greater pricing power, stabler margins, lower attrition rates
- Expansion of addressable market
- Higher profile, strategically more important engagements
- Thinner competitive set >> Lesser focus on pricing
- Embedding us more in business; gives greater resilience and visibility
- Expansion of addressable market
- Frees up spends for systems of differentiation
Annexure
# Latest Earnings’ Financial Highlights

## IFRS

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY19</td>
<td>FY18</td>
</tr>
<tr>
<td><strong>Revenue - CC</strong></td>
<td>$21,265</td>
<td>$19,089</td>
</tr>
<tr>
<td><strong>Revenue - ₹ Bn</strong></td>
<td>1,465</td>
<td>1,231</td>
</tr>
<tr>
<td><strong>Revenue - USD</strong></td>
<td>$20,913</td>
<td>$19,089</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>$8,753</td>
<td>$8,035</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>41.9%</td>
<td>42.1%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$5,347</td>
<td>$4,730</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>25.6%</td>
<td>24.8%</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$4,494</td>
<td>$4,005</td>
</tr>
<tr>
<td><strong>Net Margin</strong></td>
<td>21.5%</td>
<td>21.0%</td>
</tr>
</tbody>
</table>

| **EPS in ₹ ***       | 83.05 | 67.10 | 23.8% | 21.43 | 20.66 | 3.8% |

* *EPS Adjusted for Bonus shares issued during FY18-19*
Thank You