

Investor Presentation

August 2020

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, pandemics, natural disasters 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

\$22.0 BN
Revenue FY 20



24.6%
Operating Margin FY20

Among the **Top 10**
Global IT Service Providers



443,000+
Employees
144 nationalities

187 Solution Centers
in 19 countries



\$103 BN
Market cap – Jun 30, 2020



160,000+
Women employees

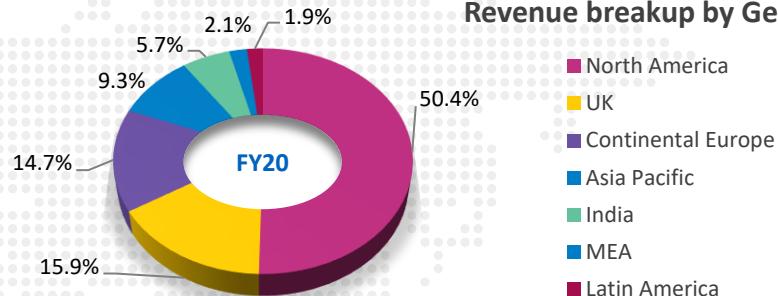
11.1%
Lowest attrition in IT Services
in the industry Jun 30, 2020



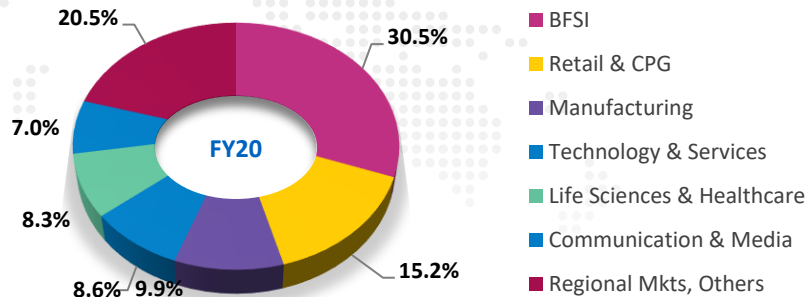
We Are...

A global IT services, consulting and business solutions leader partnering with the world's leading businesses in their transformational journeys

Revenue breakup by Geo



Revenue breakup by Industry



The Fastest Growing Brand In IT Services



TOP 3
IT SERVICES
BRAND



FASTEST GROWING
IT SERVICES
BRAND
OF THE DECADE

Ranked amongst the Top 3 brands in IT Services globally by brand value and the fastest growing brand of the decade

#1 IN CUSTOMER
SATISFACTION
2019 EUROPE
IFR Institute Research

top
EMPLOYER
UNITED KINGDOM
2019
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS

top
EMPLOYER
GLOBAL
2019
CERTIFIED EXCELLENCE IN EMPLOYEE CONDITIONS



reddot design award

CIO
100
AWARDS



2019 Adobe
Experience
Maker
Awards

DIGITAL IMPACT
AWARDS
WINNER



FTSE4Good

CDP
DRIVING SUSTAINABLE ECONOMIES



Ranked Global
Top Employer by the
Top Employers' Institute
across 11 countries

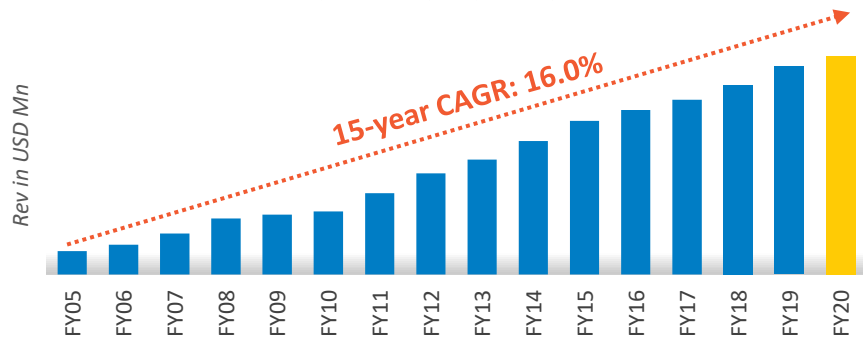
Honored as one of the
Fortune Best Big
Companies to Work
For™

Recognized in Forbes'
World's Best Regarded
Companies

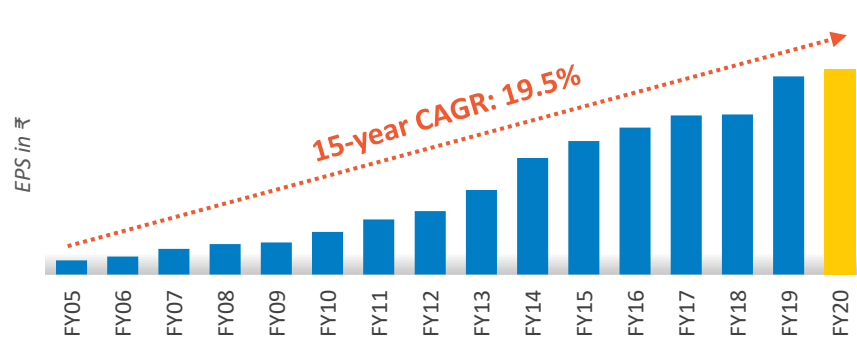
Named India's Overall
Most Outstanding
Company in Asiamoney's
2019 Poll

The Journey So Far

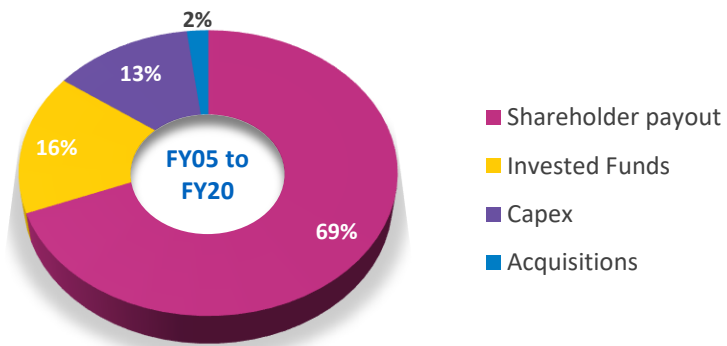
Industry-leading topline growth ...



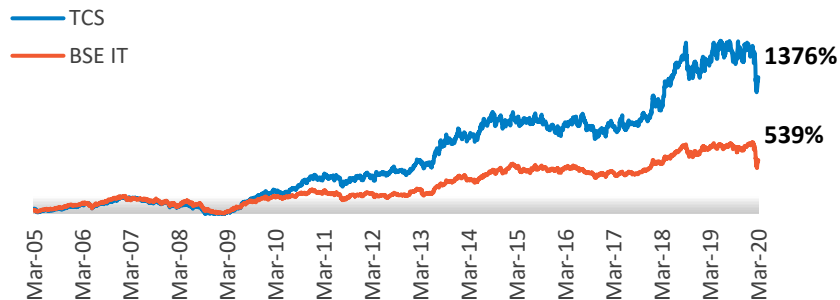
... with superior profitability



Judicious usage of cash ...



... and higher-than-benchmark share performance



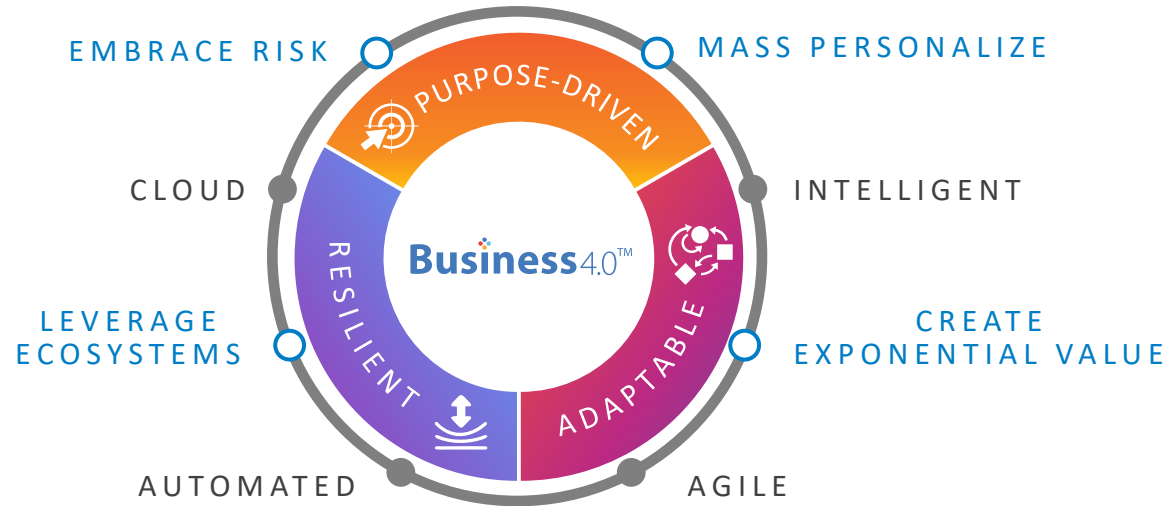
Leading Technology Change

Lead in the New Normal with Business 4.0™

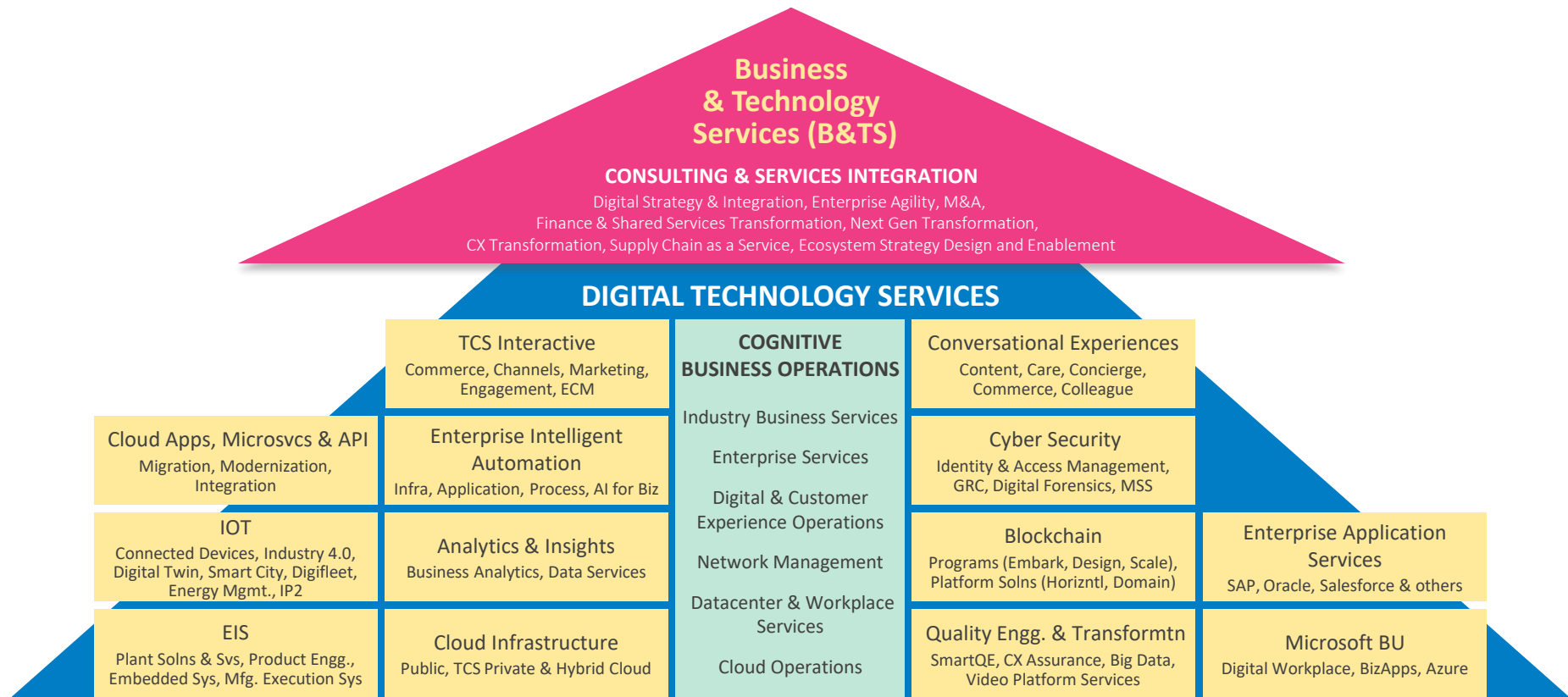
PURPOSE - DRIVEN.

RESILIENT.

ADAPTABLE.



Digital Transformation Offerings



Secure Borderless Workspaces (SBWS™)

96% of TCS employees work remotely

Increased throughput;
TCS Security
BitSight score 800+,
above industry avg

Over 400K employees enabled in days;
100+ large Live events



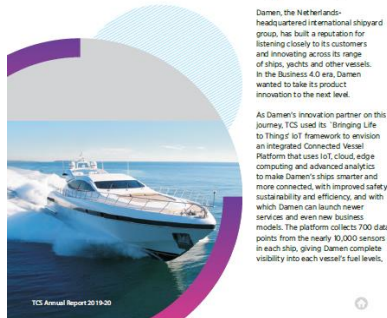
Over 25,000 projects delivered to SLAs;
CSI improved from 93.2 in Jan'20 to 93.93 in Jun'20

3-4-5 Framework deliver resilience & service innovation

Over 2.2M AV Calls
136M Messages
2.39M SBWS™ Meetings

Accruing Benefits of Business4.0™

Partnering with DAMEN to Reinforce its Reputation as a Maritime Innovation Pioneer



TCS Annual Report 2019-20

Damen, the Netherlands-headquartered international shipyard group, has built a reputation for listening closely to its customers and innovating across its range of ships, yachts and other vessels. In the Business 4.0 era, Damen wanted to take its product innovation to the next level.

As Damen's innovation partner on this journey, TCS used its 'Bringing Life to Things' IoT framework to envision an integrated Connected Vessel Platform that uses IoT, cloud edge computing and advanced analytics to make Damen's ships smarter and more connected, with improved safety, sustainability and efficiency, and with which Damen can launch newer services and even new business models. The platform collects 700 data points from the nearly 10,000 sensors in each ship, giving Damen complete visibility into each vessel's fuel levels,

fresh water, oil engine performance - speed, rpm, fuel consumption and so on.

The new platform has enabled the launch of value-added services such as fleet management and predictive maintenance, helping customers reduce fuel consumption by 12%, improve safety and enhance vessel utilization. It also enables co-innovation with marine ecosystem partners like suppliers, insurers and port authorities, to create a more holistic customer experience and potentially offer shipping as a service.

Partnering with TCS for its growth and transformation has helped Damen accelerate its transformation from being a shipbuilder to a maritime solutions provider, create new revenue streams, boost profitability and reinforce its position as an innovation pioneer in the maritime industry.

"Damen is at the forefront of digital innovation in the maritime industry, using new technologies for remote monitoring and eventually to build autonomous vessels. We selected TCS as our strategic partner because of how well their innovation philosophy is aligned with ours and for their experience in successfully executing large, complex programs elsewhere. Their digital expertise, creative ideas and intellectual property have helped so, scale and speed up our business transformation journey."

Arnoot Damen
CEO, Damen Shipyards

Business 4.0 Series | 20

Helping M&G Innovate and Reimagine Customer Engagement

Today's customers have higher expectations of the experience and the service they get from their savings and investment provider. However, complex, legacy IT landscapes, and fragmented customer data can constrain the ability to innovate and meet those expectations.

Taking that challenge head-on, M&G plc entered into a 10-year strategic partnership with TCS to transform its heritage UK life and pensions business by building a simpler customer focused operating model, which is digitally enabled, allowing it to respond quicker and better to its customers' needs.

TCS' approach, working in partnership with M&G plc, entailed radically simplifying the IT landscape, reimagining customer engagement, redesigning operations for greater resilience and providing end-to-end policy administration services using the TCS BPS Platform for Life and Pensions, powered by TCS BaPaaS. In just 15 months, TCS onboarded 1.4 million customers and their policies, delivered a new customer experience solution, CRM and complaint management solutions, and an online bond claim platform.

The unified customer data and analytics on the new platform have enabled a more holistic approach to enhancing the customer experience, focused on the end-to-end customer journey and not just individual transactions. The new digital bond claim service has reduced customers' wait time for cash

withdrawal by almost 80%. Digitization has reduced claim processing time by 75%. All this has resulted in some early positive impacts on the Net Promoter Score as well.



TCS Annual Report 2019-20

"For more than 170 years, M&G has delivered good outcomes for savings and investment customers through product innovation and high-standard service. Our strategic partnership with TCS is an essential element of our ongoing work to create a digitally enabled M&G so that we can maintain this great track record. The primary focus has been on our Heritage business to transform the customer experience for our 5 million Prudential policyholders in the UK. We have worked together to build a new digital MyM&G platform, transformed our operation to be focused on the end-to-end customer journey and migrated our most complex administration system, S&AS, to the industry leading TCS BaPaaS platform. Leveraging the TCS innovation network and experience, we have achieved a lot together. We look forward to continuing to work and learn together, as we continue to meet the needs of customers and their advisors, and as we seek to exceed their expectations on service."

John Foley
CEO, M&G plc

Business 4.0 Series | 21

Enabling Woolworths' Teams to Deliver Superior In-Store Customer Experiences

Woolworths, Australia's largest supermarket group, views building a Customer 1st team and culture as its foremost strategic priority. In this regard, they launched a store transformation program that aimed to empower store team members with data and automate many routine back-office tasks, freeing up time for customer engagement to improve the customer experience.

TCS, as the strategic partner in this program, worked in close collaboration with Woolworths to help build a fully integrated, device-agnostic, centralized platform to enable this vision of a connected store and empowered store team members.

The platform allows store team members to orchestrate selected operations through mobile RF devices by digitizing their day-to-day routines. It provides intelligence in the form of a 360-degree view of the store inventory, real-time stock adjustments, efficient management of store deliveries and stock-takes, enhancing productivity and to end and ultimately providing a better customer experience.

Its intuitive user interface has allowed for quick, universal acceptance by the 90,000+ store users, with minimal training. Using targeted implementation automation tools, the solution was successfully deployed across 3000+ stores across 7 different brands, within just 6 months.

TCS Annual Report 2019-20

In the next phase of the store transformation journey, TCS is working with Woolworths and its partners to pilot innovations such as robotics and computer vision to monitor safety and inventory, temperature monitoring through IoT and a host of other technology led innovations.



TCS Annual Report 2019-20

"Our store transformation program is part of the various investments we have made in achieving the Group's strategy to enable consistently good customer and team experiences.

TCS has been a critical partner in this journey. They have demonstrated deep contextual knowledge of our business and come up with out of the box ideas to address some of our technology challenges and opportunities. They are key to ensuring that our systems run smoothly, and go above and beyond for our business. We have named TCS Partner of the Year based on their delivery and passion to provide extraordinary service and support."

John Hart
CIO, Woolworths Group

Business 4.0 Series | 30

Powering Vitality UK's Ambition to be an Insurance Brand that is Positively Different

Traditionally, selling health insurance does not offer too many opportunities for customer engagement. Post purchase, the interaction is usually limited to claims processing. And yet, one insurer has built an innovative, purpose-driven business model that is helping build deep relationships, support people in living healthier lives and become a beloved consumer brand.

Vitality, the wholly owned subsidiary of South African giant, Discovery, is a poster child of the immensely successful shared value business model. It engages with policyholders continually to incentivize preventive behaviors that promote wellness, and in the process, reduces costs and builds positive relationships between the business and its customers.

Vitality's health actively promotes the adoption of healthy lifestyle by its members, incentivizing them to undertake regular activity through a generous rewards program that is redeemable across a curated partner ecosystem.

TCS has been its innovation partner in this transformation journey, helping build the enabling technology layer for this wellness-oriented insurance ecosystem. TCS consolidated and simplified its technology stack, modernized its policy administration system and integrated it with the Vitality rewards platform. A customer portal makes individuals aware

TCS Annual Report 2019-20

of their risk factors and ways to improve their health, track their reward points and redeem them. The analytics layer provides a unified customer view across customer relationship, client onboarding, and policy servicing.

Vitality's innovative model has resulted in deeper member engagement, driving revenue and profit. New business revenue grew 15%, and operating profit grew 22% in 2019. Best of all, it is also well on its way to realize its ambition to be an insurance brand that consumers will love. In five short years, Vitality is among the top 5 market leaders in the UK and enjoys a 50% prompted brand awareness.



"The Vitality Shared Value model is based on the concept of interventions that will inspire behavioral change among our members - benefiting the person, us as the insurer and also wider society. Technology is a critical strategic enabler in our model. Partnering with TCS significantly accelerated our transformation journey, helping us launch newer innovations faster, while delivering a consistent, integrated experience to our members."

Kris Tokarzewski
CIO, Vitality UK

Business 4.0 Series | 31

<https://on.tcs.com/Annual-Report-2020>

Strategic Investments

“There are no legacy people, only legacy technologies”

Scalable Reskilling using
the Digital Learning Platform

Access: Anytime, Anyplace,
Any device

Content: Rich & Expanding
Crowd sourced “faculty”

Delivery: Domain-infused,
Culture focused, Gamified

Infrastructure: Cloud based,
Immersive and Virtual

► Analytics and Insights



Cloud ◀



► Mobility, Digital Marketing



IOT & Cyber Security ◀



353k+ associates trained in Digital | 7.9 Mn learning days

Unmatched Speed To Market using Location Independent Agile™

With our thought-leading **Location - Independent Agile™** model, we are helping customers adopt Agile at scale, for large transformational programs.

Customers are reporting spectacular business benefits :

Open Agile Collaborative Workspaces



6,000+
Agile
engagements



1,000+
Agile delivery
centres



417K+
Agile-trained
employees

30% to 50%
Increase in
Speed to Market



50% to 70%
Improvement
in Quality

>90%
End User
Satisfaction

Agile makes you future proof and for any kind of organization it is easier said than done..... But the way it has been **approached in TCS in a very disciplined way**, making sure that you make it step-by-step, moving forward, is really an **absolute joy** to see.

Arie Van Bennekum,
Co-author of Agile Manifesto

Helping Customers Scale Their Innovation

Foundational Research

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

Industry-Specific Research

BFSI: Blockchain, Data Marketplace, Analytics, Compliance Monitoring | **Retail:** Algorithmic Retail, Price Optimization, Immersive Store Experience | **Utilities:** Solar value chain, Energy value ecosystem | **Life Sciences:** Digital Clinical Trials, DNA Sequencing, Genomics, Microbiomes, Translational Research

Extended Ecosystem

Emerging technology companies, alliance partners, accelerators and academia



On-Demand Innovation



tcs PACE

- ▶ 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

1,471 / 5,324*

Patents

30+

Innovation Labs

250+

Publications

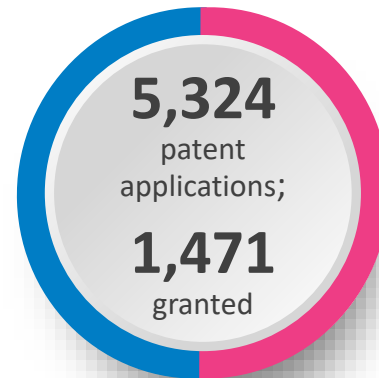
~250 MN

USD investments

* Granted / Applied

Products and Platforms

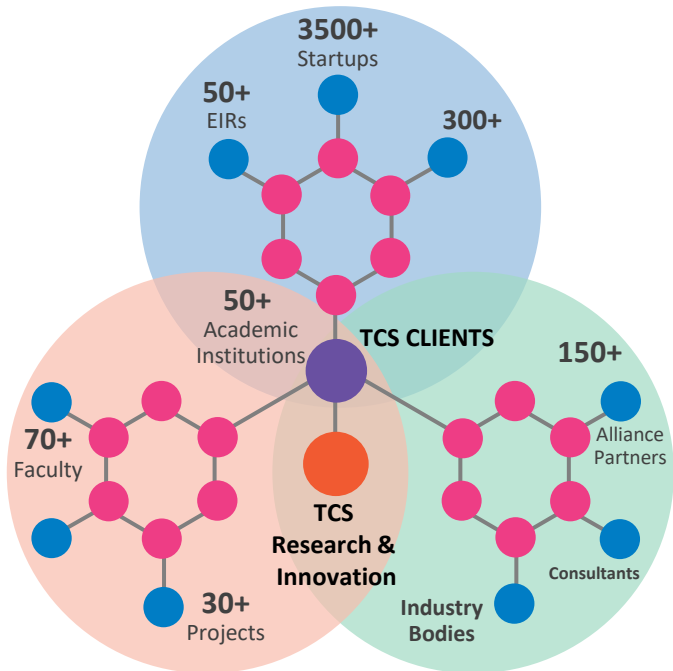
BFSI	TCS BANCs	TCS MasterCraft DataPlus	DevPlus TransformPlus	DevOps
Retail	OmniStore™ Optumera™	SupplAI™	ignio	Cognitive AI
Life Sciences	TCS ADD	jile		Agile Tools
CMI	TCS HOBS	CHROMA™ Next Generation Employee Experience		HR
Smart Cities	CX IUX	tap™		Procure to Pay
SMB	iON MANAGEMENT SOLUTIONS	QUARTZ™		BlockChain
FRAMEWORKS		The Connected Universe Platform		
		DatOm		
		TCS Decision Fabric		



22 Institutional awards & professional recognitions

- IP Enterprise Trophy by World IP Organization
- National IP Award
- Asia IP Elite

TCS Co-Innovation Network (COIN™)



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

Mette Ahorlu
Research Director, IDC

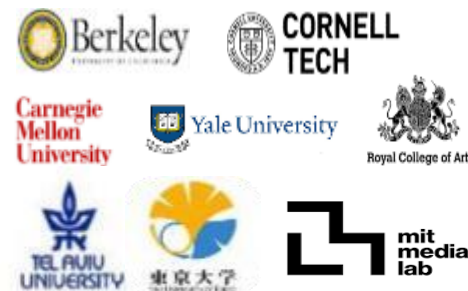
Startups & Accelerators



Alliance Partners



Academic Partners



TCS Pace Ports™

TCS Pace Ports™ are experiential spaces which allow customers to experience the transformational power of TCS' research, innovation and digital prowess come alive under one roof

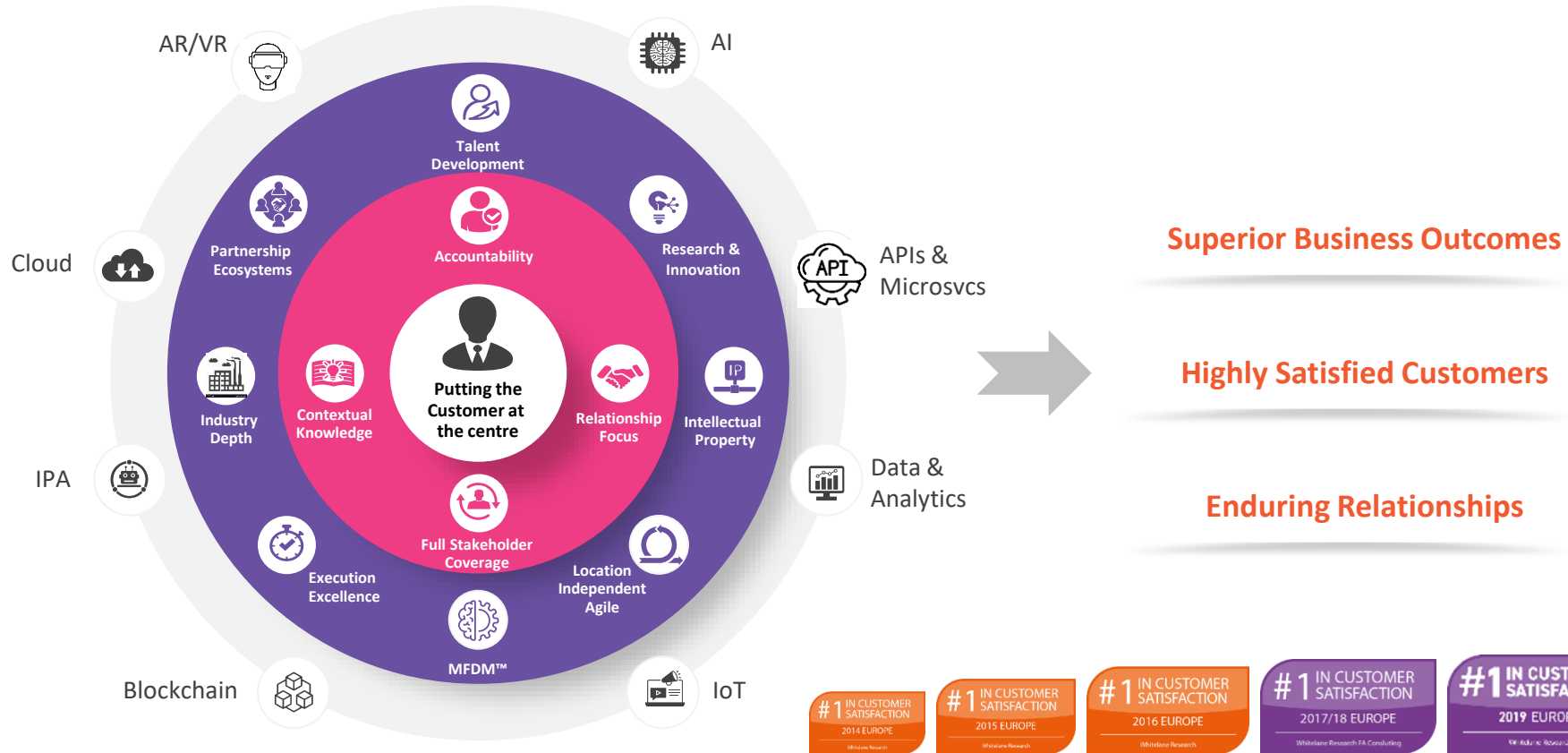
TCS Pace Ports enable customers to:

- Summon the best of the start-up ecosystem: **TCS COIN Accelerators**
- Engage with the Best of Academia through: **Academic Research Labs**
- Develop nimble business model to embrace breakthrough technologies: **Agile Workspaces**
- Consume the best of TCS' Thought Leadership: **Digital Libraries**
- Explore digital drivers for growth and transformation: **Innovation Showcases**
- Watch ideas come alive: **Rapid Labs**



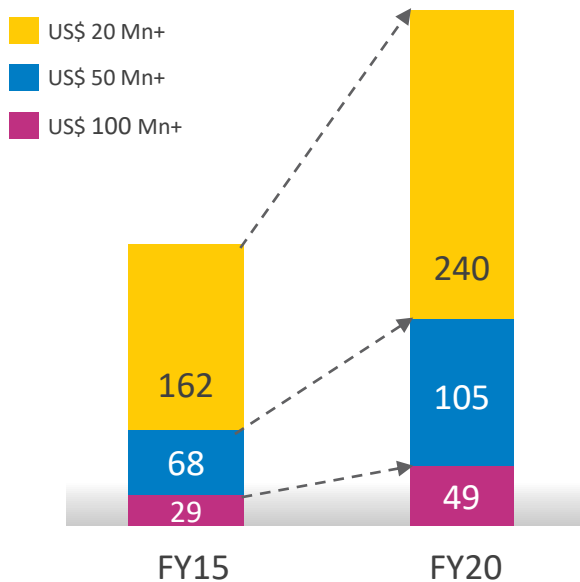
Longer Term Growth Strategy

Customer-centric Strategy: Going Deeper, Casting Wider

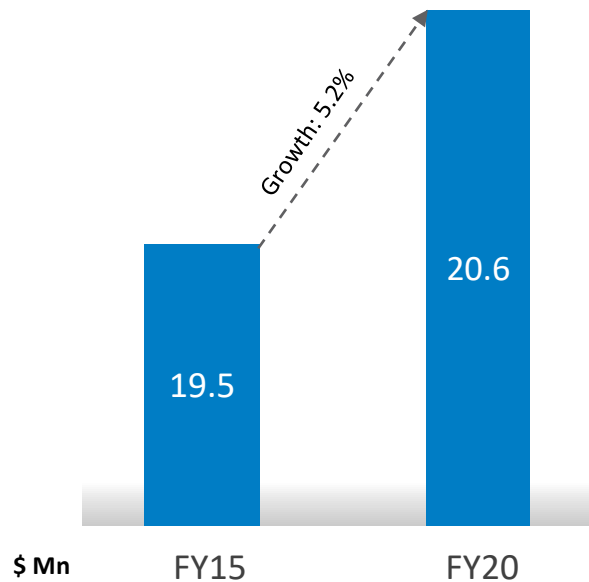


Going Deeper, Casting Wider: Business Outcomes

Large Client Metrics

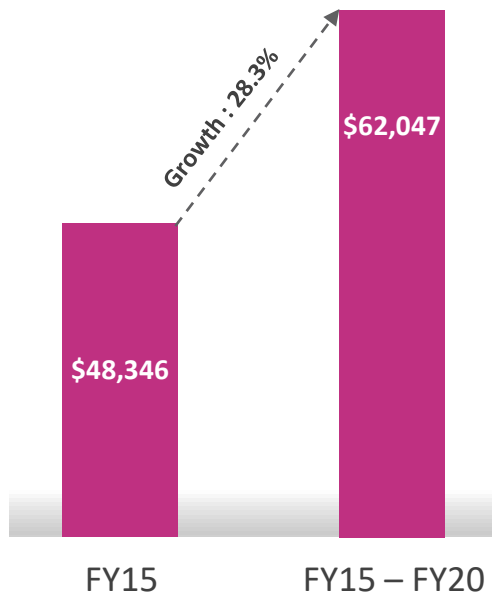


Rev per US\$1 Million Client

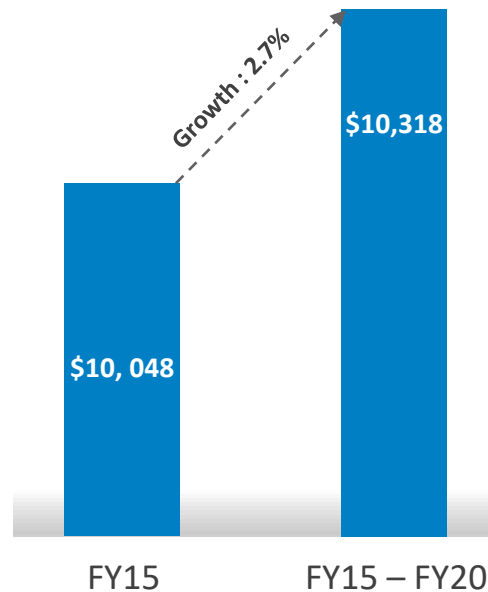


Going Deeper, Casting Wider: Financial Outcomes

Revenue per capita (\$cc)

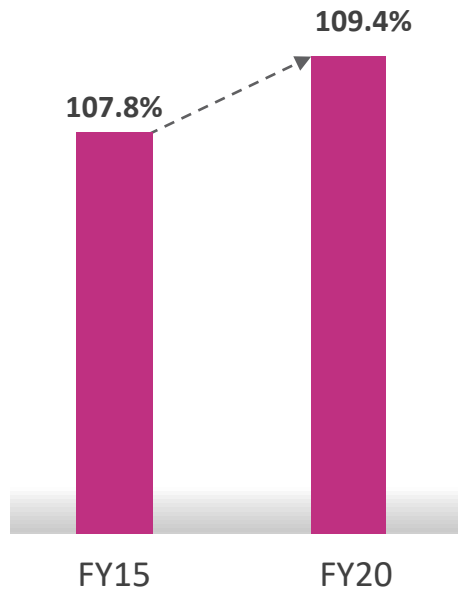


Net Income per capita (\$)

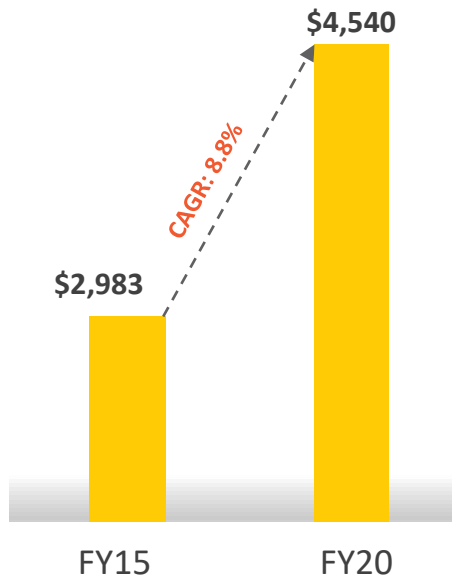


Cash Flow

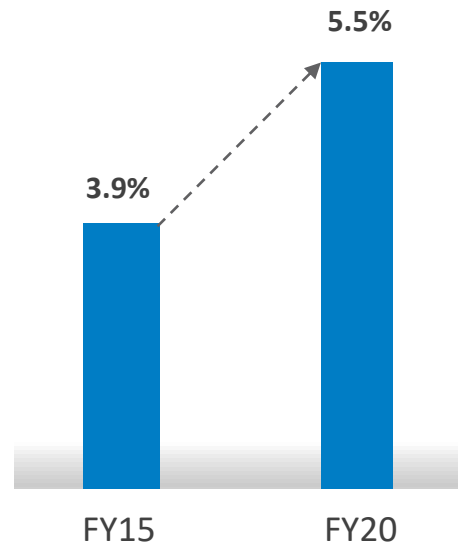
Cash Conversion
OCF to Net Income



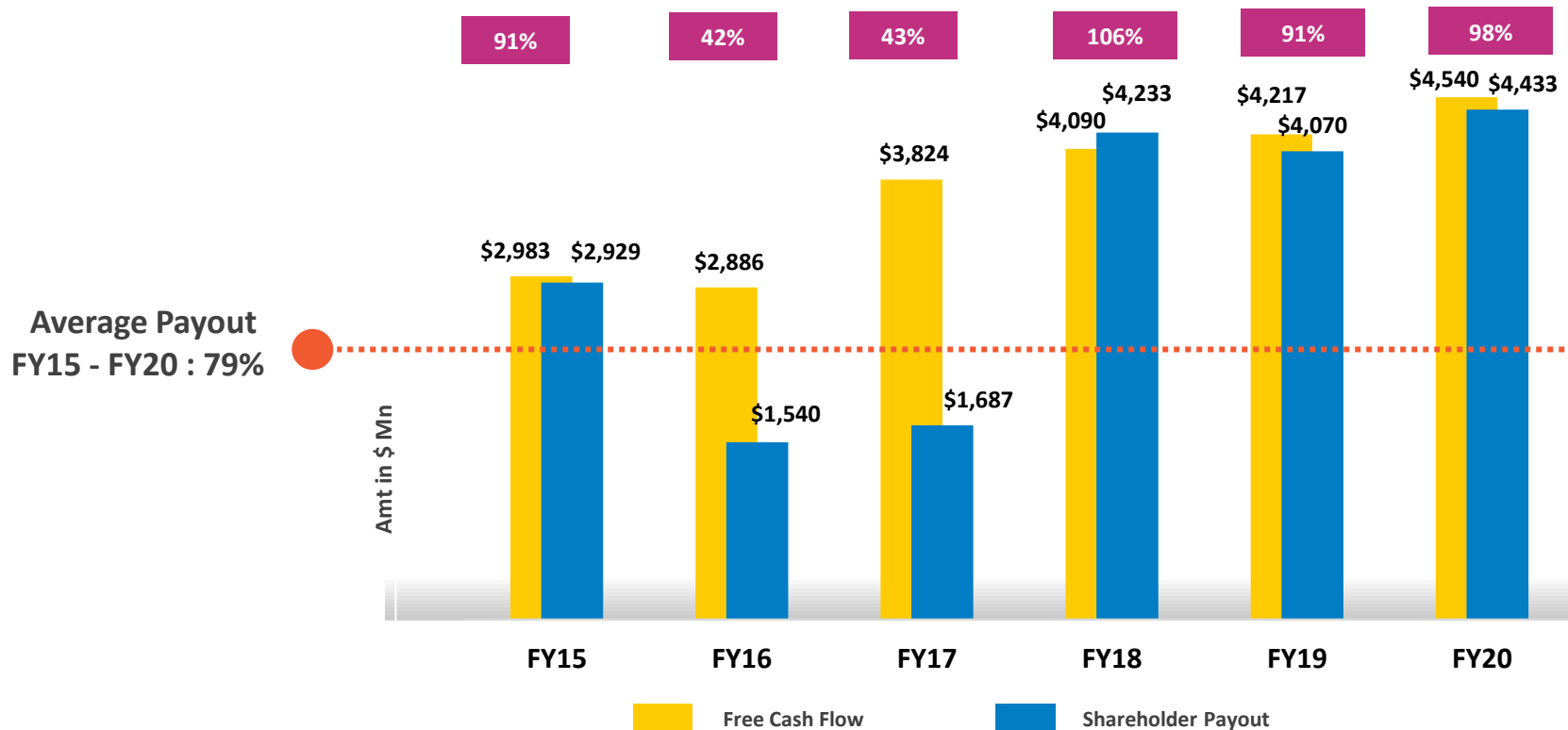
Free Cash Flow
USD Mn



Free Cash Flow/
Enterprise Value

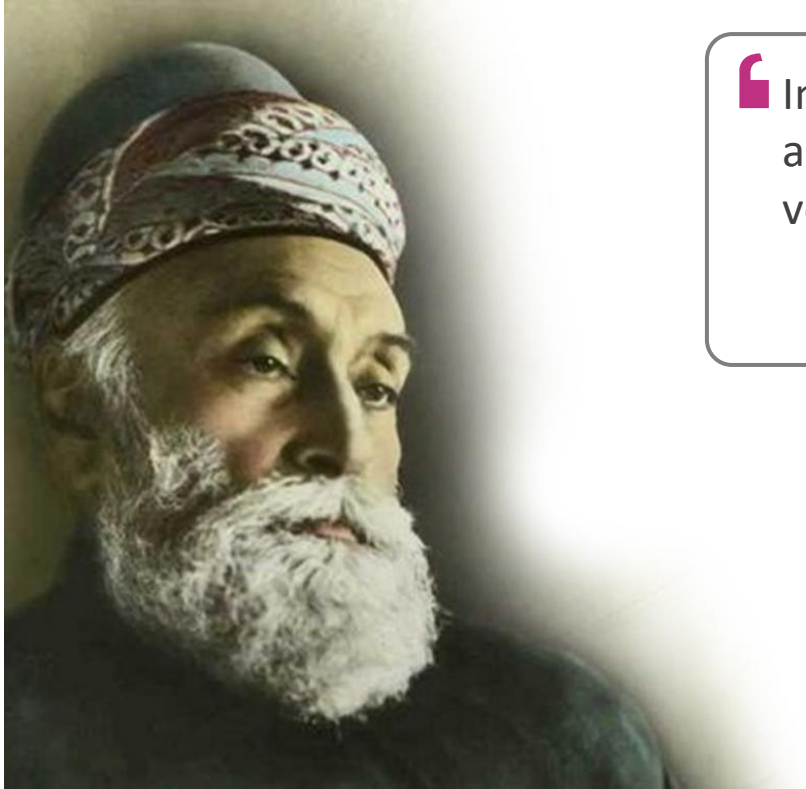


Shareholder-friendly Capital Allocation



Shareholder Payout as % of Free Cash Flow

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, a portion goes back to the community through the Tata trusts, 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



OFFICIAL MOBILE APP PARTNER



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 310,000+ students in FY 2020 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.

IGNITE MY FUTURE

it Employability



In Summary: TCS Strategy Driving Differentiated Outcomes

Market Trends 	TCS Approach 	Outcomes 
<ul style="list-style-type: none"> ▪ More and more industries are leveraging technology to differentiate themselves ▪ Customers want solutions to business problems and not just technology skills 	<ul style="list-style-type: none"> ▪ Position as a growth and transformation partner ▪ More investment in research and innovation, co-innovation and collaboration ▪ Domain-specific IP ▪ Greater focus on contextual knowledge ▪ Proactive solution selling 	<ul style="list-style-type: none"> ▪ Industry-defining mega deals ▪ Thinner competitive set ▪ Higher quality revenue ▪ More fulfilling work, better retention
<ul style="list-style-type: none"> ▪ Non CIO buyers emerging in enterprises 	<ul style="list-style-type: none"> ▪ Full stakeholder services 	<ul style="list-style-type: none"> ▪ Expansion of addressable market ▪ Higher profile, strategically more important engagements
<ul style="list-style-type: none"> ▪ Transformational partners selected based on solution quality and time to market 	<ul style="list-style-type: none"> ▪ Leverage TCS' contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property 	<ul style="list-style-type: none"> ▪ Thinner competitive set ▪ Higher quality revenue
<ul style="list-style-type: none"> ▪ Greater platformization of business 	<ul style="list-style-type: none"> ▪ Launch of cloud based platforms and new business models ▪ Leverage IP portfolio 	<ul style="list-style-type: none"> ▪ Large deals that improve business visibility ▪ Expansion of addressable market ▪ Frees up spends for systems of differentiation
<ul style="list-style-type: none"> ▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability 	<ul style="list-style-type: none"> ▪ Launch of Secure Borderless Workspaces™ ▪ Greater focus on Location Independent Agile™ and MFDM ▪ Promote operating model transformation using AI 	<ul style="list-style-type: none"> ▪ Greater focus on resilience and adaptability

Annexure

Financial Highlights

IFRS

Amount in USD Mn, unless otherwise stated

	Yearly			Quarterly		
	FY20	FY19	YoY	1Q21	1Q20	YoY
Revenue growth – Constant Currency	7.1%			-6.3%		
Revenue - ₹ Mn	1,569,490	1,464,630	7.2%	383,220	381,720	0.4%
Revenue	\$22,031	\$20,913	5.3%	\$5,059	\$5,485	(7.8%)
Gross Profit	\$9,069	\$8,753	3.6%	\$1,994	\$2,220	(10.2%)
Gross Margin	41.2%	41.9%	(69 bps)	39.4%	40.5%	(106 bps)
Operating Income	\$5,414	\$5,347	1.3%	\$1,194	\$1,325	(9.9%)
Operating Margin	24.6%	25.6%	(99 bps)	23.6%	24.2%	(55 bps)
Net Income	\$4,541	\$4,494	1.0%	\$925	\$1,168	(20.8%)
Net Margin	20.6%	21.5%	(88 bps)	18.3%	21.3%	(300 bps)
EPS in ₹	86.19	83.05	3.8%	18.68	21.67	-13.8%

Thank You
