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
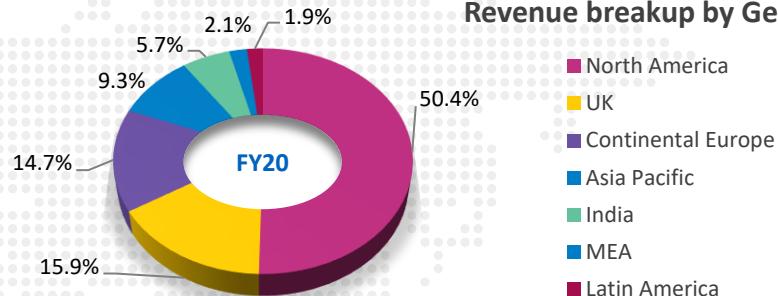Market cap – Jun 30, 2020

160,000+
Women employees

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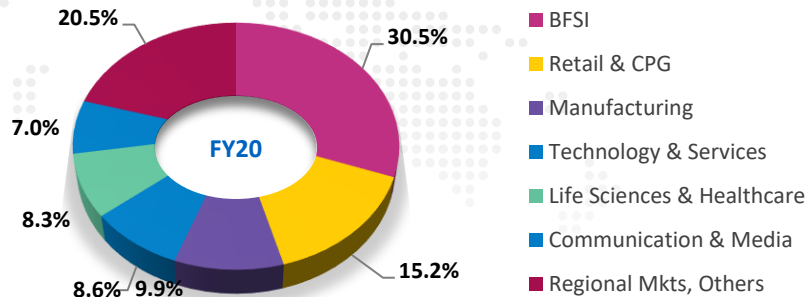Lowest attrition in IT Services
in the industry Jun 30, 2020

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

FY20

- 50.4% North America
- 15.9% UK
- 14.7% Continental Europe
- 9.3% Asia Pacific
- 5.7% India
- 2.1% MEA
- 1.9% Latin America

Revenue breakup by Industry

FY20

- 30.5% BFSI
- 15.2% Retail & CPG
- 9.9% Manufacturing
- 8.6% Technology & Services
- 8.3% Life Sciences & Healthcare
- 7.0% Communication & Media
- 20.5% Regional Mkts, Others

TCS INVESTOR RELATIONS

TATA CONSULTANCY SERVICES

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

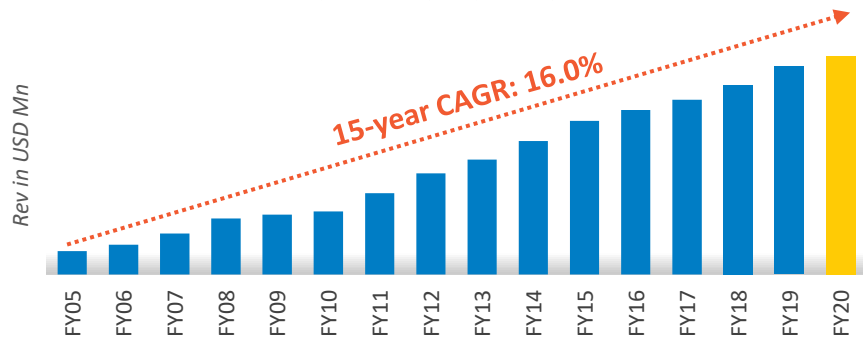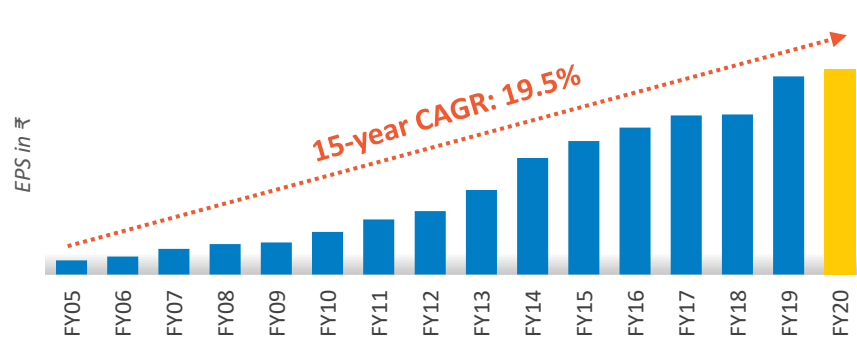| Ranked Global Top Employer by the Top Employers' Institute across 11 countries | Honored as one of the Fortune Best Big Companies to Work For™ | Recognized in Forbes' World's Best Regarded Companies | Named India's Overall Most Outstanding Company in Asiamoney's 2019 Poll |

The Journey So Far

Industry-leading topline growth …

Rev in USD Mn

15-year CAGR: 16.0%

FY05 · FY06 · FY07 · FY08 · FY09 · FY10 · FY11 · FY12 · FY13 · FY14 · FY15 · FY16 · FY17 · FY18 · FY19 · FY20

… with superior profitability

EPS in ₹

15-year CAGR: 19.5%

FY05 · FY06 · FY07 · FY08 · FY09 · FY10 · FY11 · FY12 · FY13 · FY14 · FY15 · FY16 · FY17 · FY18 · FY19 · FY20

Judicious usage of cash …

FY05 to FY20

- 2%
- 13%
- 16%
- 69%

- Shareholder payout
- Invested Funds
- Capex
- Acquisitions

… and higher-than-benchmark share performance

- TCS
- BSE IT

1376%

539%

Mar-05 · Mar-06 · Mar-07 · Mar-08 · Mar-09 · Mar-10 · Mar-11 · Mar-12 · Mar-13 · Mar-14 · Mar-15 · Mar-16 · Mar-17 · Mar-18 · Mar-19 · Mar-20
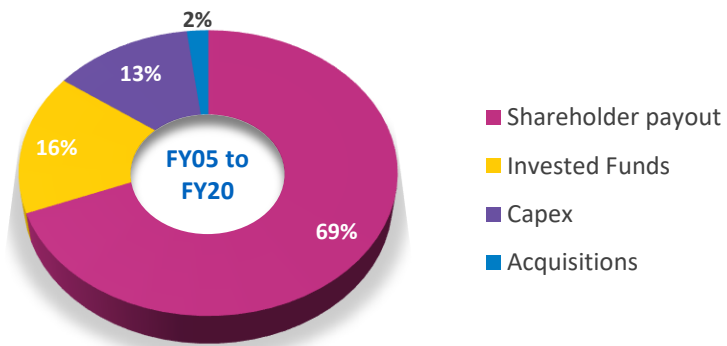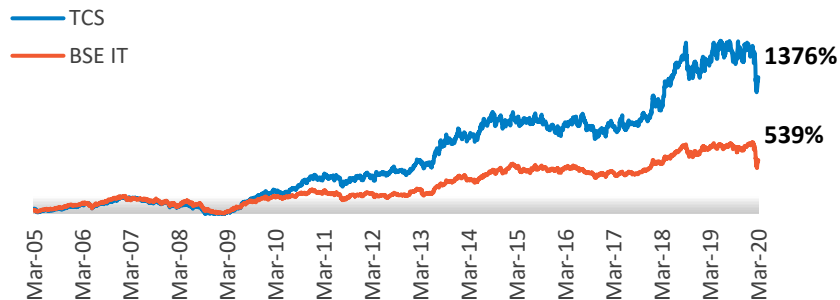
Leading Technology Change

Lead in the New Normal with Business 4.0™

PURPOSE - DRIVEN.　　RESILIENT.　　ADAPTABLE.
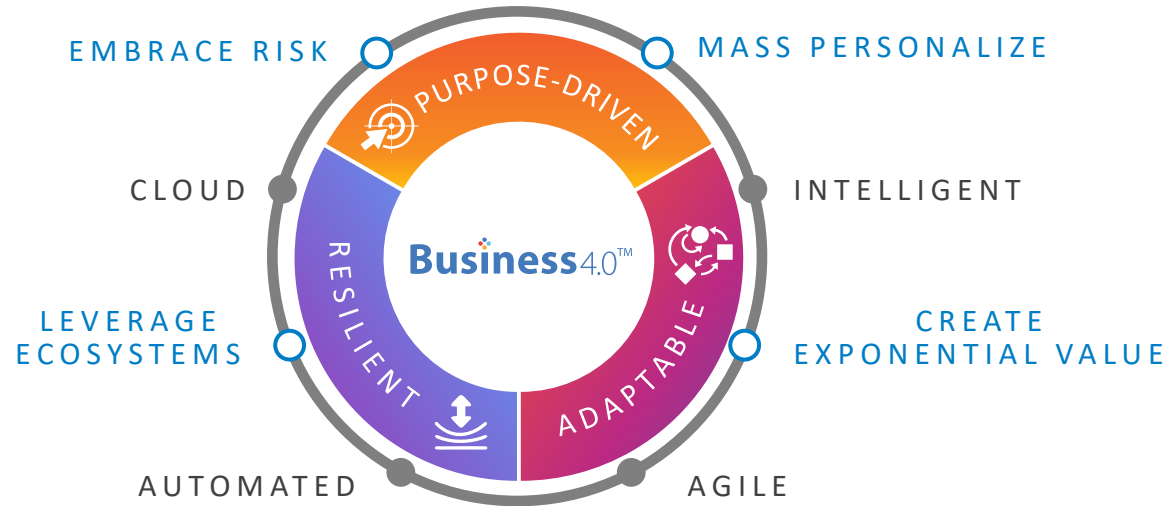
Digital Transformation Offerings

Business & Technology Services (B&TS)

CONSULTING & SERVICES INTEGRATION
Digital Strategy & Integration, Enterprise Agility, M&A,
Finance & Shared Services Transformation, Next Gen Transformation,
CX Transformation, Supply Chain as a Service, Ecosystem Strategy Design and Enablement

DIGITAL TECHNOLOGY SERVICES

TCS Interactive
Commerce, Channels, Marketing, Engagement, ECM

COGNITIVE BUSINESS OPERATIONS

Conversational Experiences
Content, Care, Concierge, Commerce, Colleague

Cloud Apps, Microsvcs & API
Migration, Modernization, Integration

Enterprise Intelligent Automation
Infra, Application, Process, AI for Biz

Industry Business Services

Enterprise Services

Digital & Customer Experience Operations

Network Management

Datacenter & Workplace Services

Cloud Operations

Cyber Security
Identity & Access Management, GRC, Digital Forensics, MSS

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

Analytics & Insights
Business Analytics, Data Services

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

Enterprise Application Services
SAP, Oracle, Salesforce & others

EIS
Plant Solns & Svs, Product Engg., Embedded Sys, Mfg. Execution Sys

Cloud Infrastructure
Public, TCS Private & Hybrid Cloud

Quality Engg. & Transformtn
SmartQE, CX Assurance, Big Data, Video Platform Services

Microsoft BU
Digital Workplace, BizApps, Azure

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

Customer Focus

Secure & Certain Service Delivery

Cloud-based Governance & Monitoring

SBWS™
25 x 25

Location Independent Agile Methodology

Employee Engagement & Well-being

Borderless Collaboration

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 **Business**4.0™

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

2019.07.04 16:47

6,000+
Agile engagements

1,000+
Agile delivery centres

417K+
Agile-trained employees

30% to 50%
Increase in Speed to Market

>90%
End User Satisfaction

50% to 70%
Improvement in Quality

❝ *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+	1,471 / 5,324*	30+	250+	~250 MN
Researchers	Patents	Innovation Labs	Publications	USD investments

* Granted / Applied

TCS INVESTOR RELATIONS

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Products and Platforms

BFSI	**TCS BɑNCS**	**TCS**MasterCraft **DevPlus** DataPlus **TransformPlus**	DevOps
Retail	OmniStore™ SupplAI™ Optumera™	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 TATA CONSULTANCY SERVICES	QUARTZ™	BlockChain

FRAMEWORKS	The Connected Universe Platform	DatOm	TCS Decision Fabric

5,324 patent applications;
1,471 granted
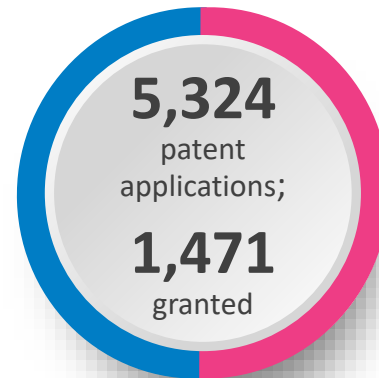
22 Institutional awards & professional recognitions

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

TCS Co-Innovation Network (COIN™)

3500+ Startups
50+ EIRs
300+
50+ Academic Institutions
TCS CLIENTS
150+ Alliance Partners
70+ Faculty
30+ Projects
TCS Research & Innovation
Industry Bodies
Consultants
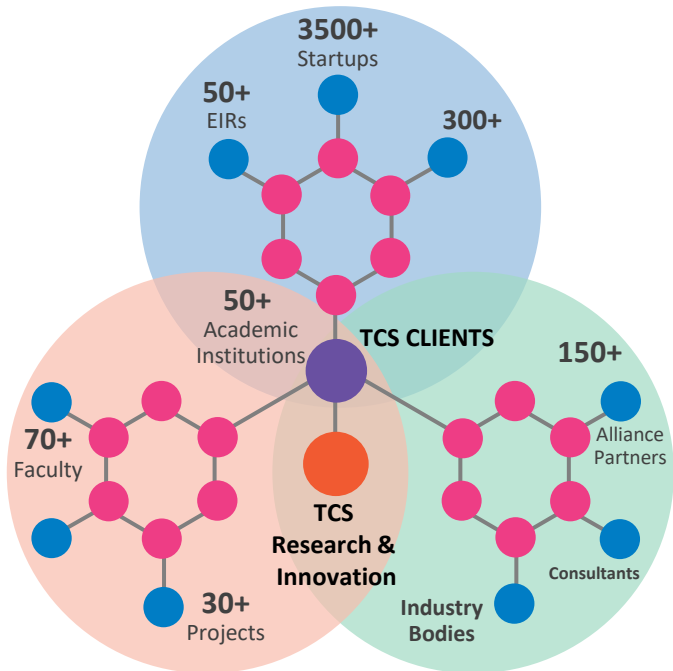
> ❝TCS' start-up program is organic, highly structured, and currently one of the largest among services companies❞
>
> Mette Ahorlu
> Research Director, IDC

▶ Startups & Accelerators

TrustStamp · first hive · Glassbox · Infrrd · dotin · SLUSH · ToneTag · wobot intelligence · SQREAM · scanovate · kore.ai · TAUVENTURES BY TEL AVIV UNIVERSITY · LUMO · EZMCOM CONVENIENTLY SECURE · ENDOR · cortica · MIT STARTUP EXCHANGE · Quintessence Labs

▶ Alliance Partners

Pega · opentext · Microsoft · Google Machine Learning · CISCO · ORACLE · OPENTEXT · JASPERSOFT the intelligence inside · SAS · hp · IBM Watson · Qlik Q · tableau · Marketo · cloudera

▶ Academic Partners

Berkeley · CORNELL TECH · Carnegie Mellon University · Yale University · Royal College of Art · TEL AVIV UNIVERSITY · 東京大学 · mit media lab

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

AR/VR

AI

Talent Development

Partnership Ecosystems

Accountability

Research & Innovation

Cloud

APIs & Microsvcs

Putting the Customer at the centre

Industry Depth

Contextual Knowledge

Relationship Focus

Intellectual Property

IPA

Data & Analytics

Execution Excellence

Full Stakeholder Coverage

Location Independent Agile

Blockchain

MFDM™

IoT

Superior Business Outcomes

Highly Satisfied Customers

Enduring Relationships

#1 IN CUSTOMER SATISFACTION 2014 EUROPE — Whitelane Research

#1 IN CUSTOMER SATISFACTION 2015 EUROPE — Whitelane Research

#1 IN CUSTOMER SATISFACTION 2016 EUROPE — Whitelane Research

#1 IN CUSTOMER SATISFACTION 2017/18 EUROPE — Whitelane Research FA Consulting

#1 IN CUSTOMER SATISFACTION 2019 EUROPE — Whitelane Research

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Going Deeper, Casting Wider: Business Outcomes

Large Client Metrics

Legend:
- US$ 20 Mn+ (yellow)
- US$ 50 Mn+ (blue)
- US$ 100 Mn+ (magenta)

FY15
- 162
- 68
- 29

FY20
- 240
- 105
- 49
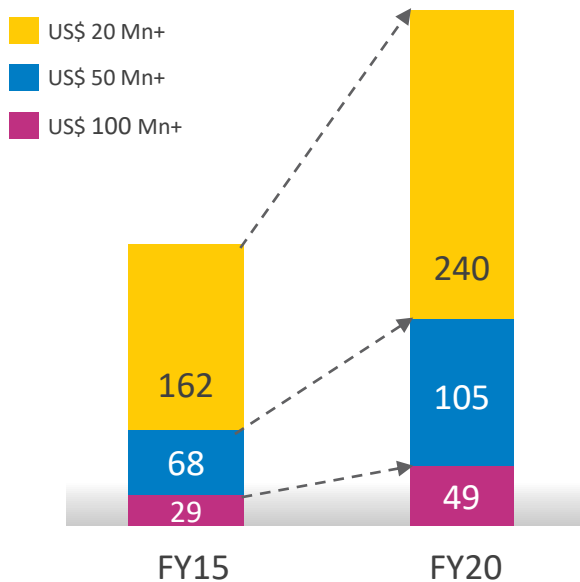
Rev per US$1 Million Client

Growth: 5.2%

$ Mn

FY15: 19.5

FY20: 20.6
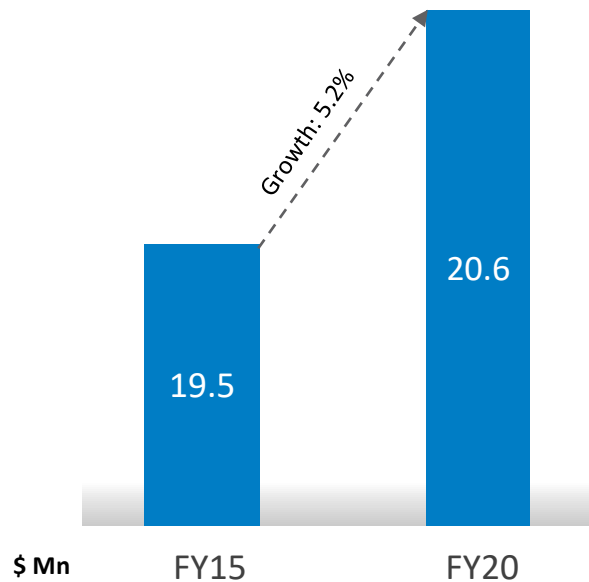
Going Deeper, Casting Wider: Financial Outcomes

Revenue per capita ($cc)

FY15: $48,346
FY15 – FY20: $62,047
Growth : 28.3%

Net Income per capita ($)

FY15: $10,048
FY15 – FY20: $10,318
Growth : 2.7%
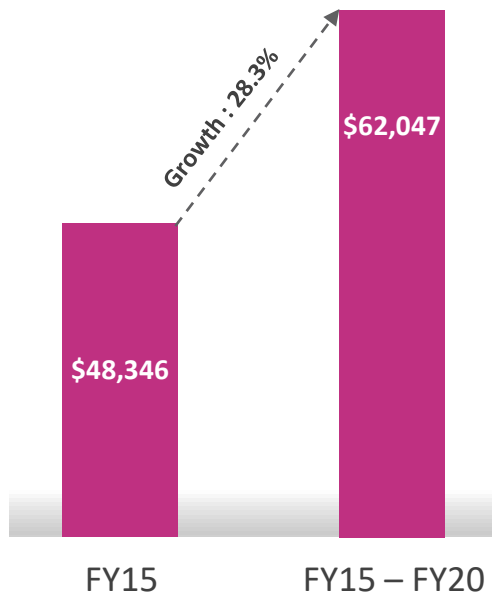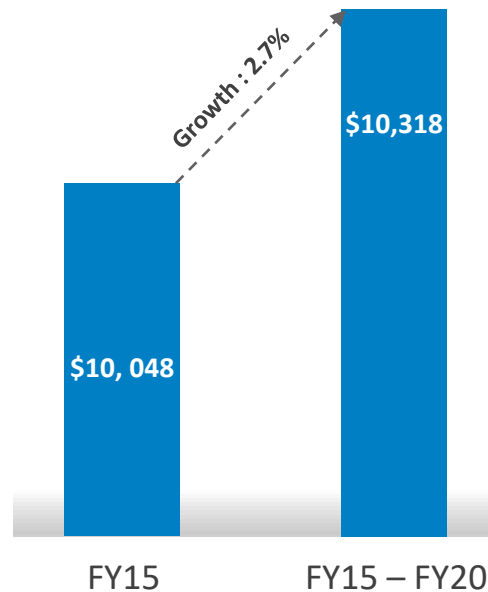
Cash Flow

Cash Conversion
OCF to Net Income

- FY15: 107.8%
- FY20: 109.4%

Free Cash Flow
USD Mn

- FY15: $2,983
- FY20: $4,540
- CAGR: 8.8%
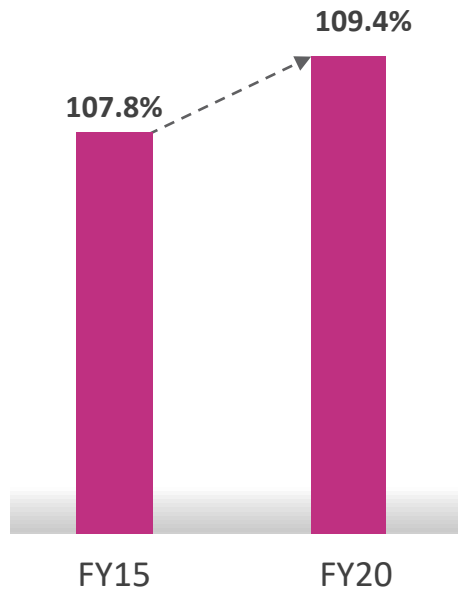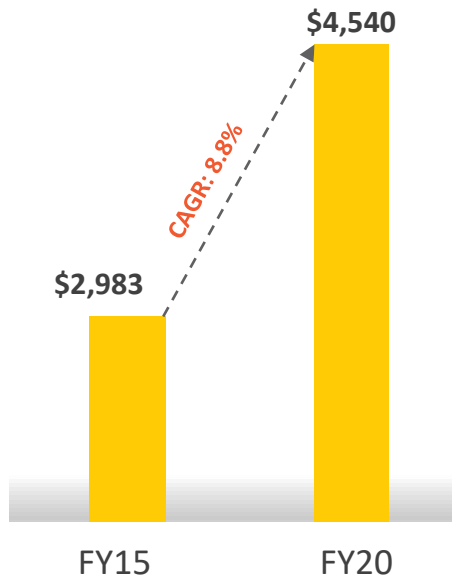
Free Cash Flow/
Enterprise Value

- FY15: 3.9%
- FY20: 5.5%
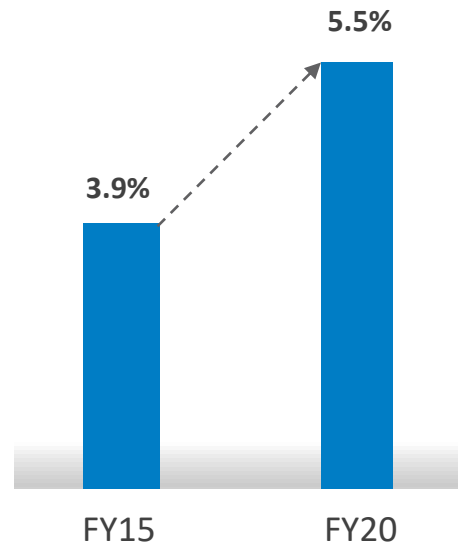
Shareholder-friendly Capital Allocation

Average Payout FY15 - FY20 : 79%

Amt in $ Mn

	FY15	FY16	FY17	FY18	FY19	FY20
Free Cash Flow	$2,983	$2,886	$3,824	$4,090	$4,217	$4,540
Shareholder Payout	$2,929	$1,540	$1,687	$4,233	$4,070	$4,433
%	91%	42%	43%	106%	91%	98%

■ Free Cash Flow ■ Shareholder Payout
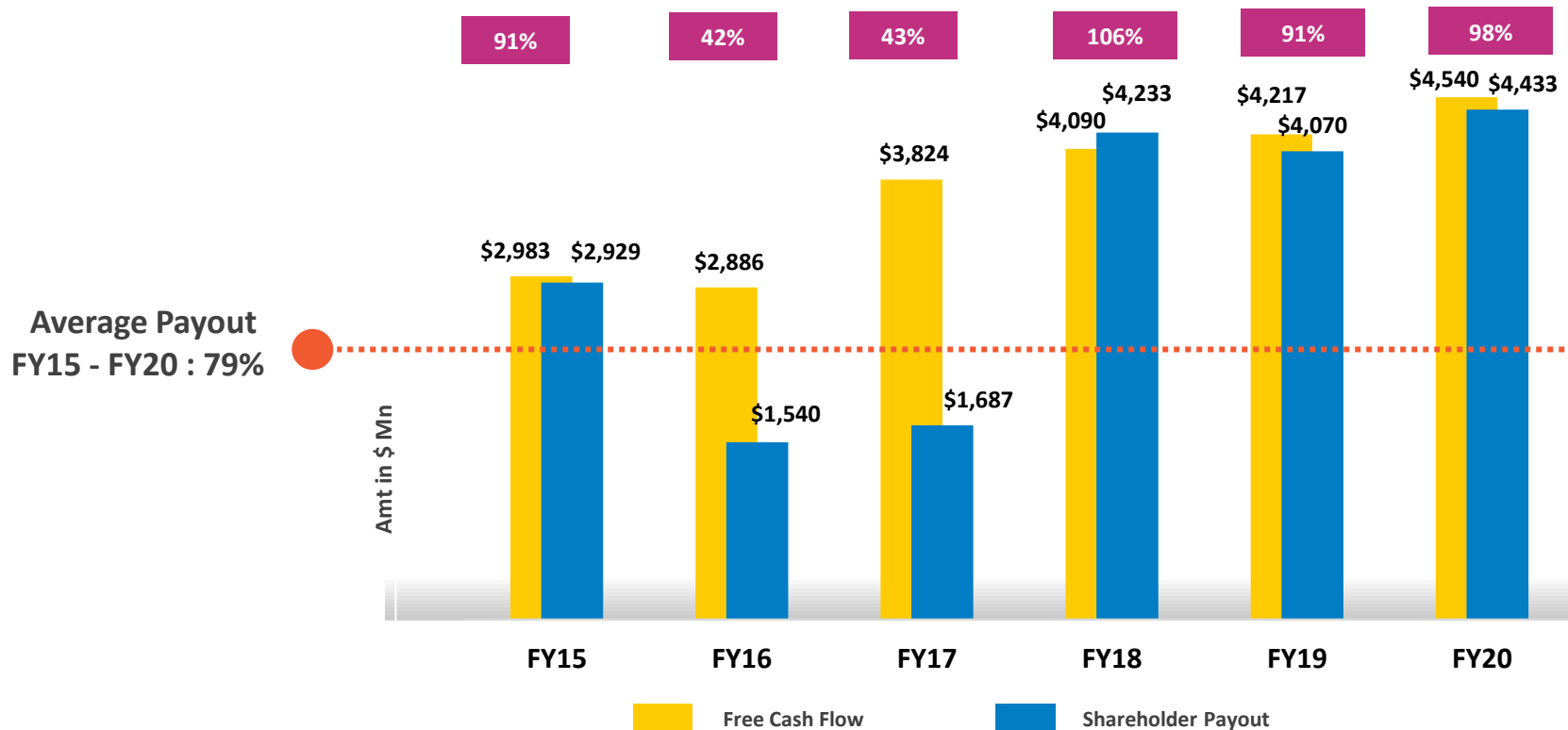
Shareholder Payout as % of Free Cash Flow

Unique, Purpose-Driven
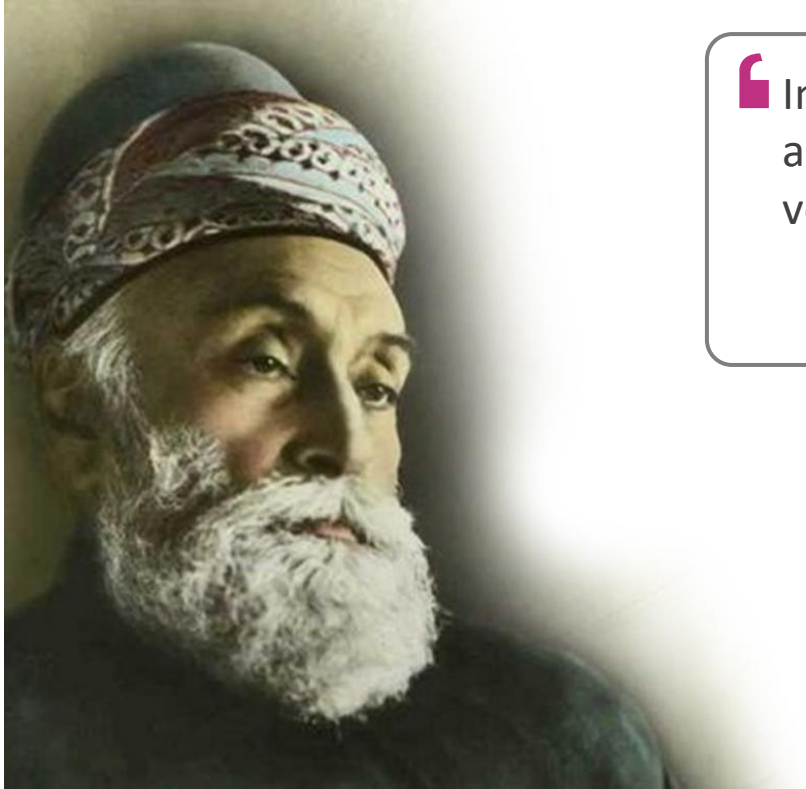
> In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.

- **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

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.

In Summary: TCS Strategy Driving Differentiated Outcomes

Market Trends	TCS Approach	Outcomes
▪ More and more industries are leveraging technology to differentiate themselves ▪ Customers want solutions to business problems and not just technology skills	▪ 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	▪ Industry-defining mega deals ▪ Thinner competitive set ▪ Higher quality revenue ▪ More fulfilling work, better retention
▪ Non CIO buyers emerging in enterprises	▪ Full stakeholder services	▪ Expansion of addressable market ▪ Higher profile, strategically more important engagements
▪ Transformational partners selected based on solution quality and time to market	▪ Leverage TCS' contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property	▪ Thinner competitive set ▪ Higher quality revenue
▪ Greater platformization of business	▪ Launch of cloud based platforms and new business models ▪ Leverage IP portfolio	▪ Large deals that improve business visibility ▪ Expansion of addressable market ▪ Frees up spends for systems of differentiation
▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability	▪ Launch of Secure Borderless Workspaces™ ▪ Greater focus on Location Independent Agile™ and MFDM ▪ Promote operating model transformation using AI	▪ Greater focus on resilience and adaptability

Annexure

Financial Highlights

IFRS

	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%**

TCS INVESTOR RELATIONS

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Thank You