Investor Presentation

October 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

We Are...

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

- $22.0 BN
  Revenue FY 20
- 24.6%
  Operating Margin FY 20
- Among the Top 10
  Global IT Service Providers
- 453,000+
  Employees
  147 nationalities
- 187
  Solution Centers
  in 19 countries
- $127 BN
  Market cap – Sep 30, 2020
- 165,000+
  Women employees
- 8.9%
  Lowest attrition in IT Services
  in the industry Sep 30, 2020

Revenue breakup by Geo
- 50.4%
  North America
- 15.9%
  UK
- 9.3%
  Continental Europe
- 14.7%
  Asia Pacific
- 15.9%
  India
- 2.1%
  MEA
- 1.9%
  Latin America

Revenue breakup by Industry
- 30.5%
  BFSI
- 20.5%
  Retail & CPG
- 7.0%
  Manufacturing
- 8.3%
  Technology & Services
- 15.2%
  Life Sciences & Healthcare
- 8.6%
  Communication & Media
- 9.9%
  Regional Mkts, Others
The Fastest Growing Brand In IT Services

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 …

15-year CAGR: 16.0%

… with superior profitability

15-year CAGR: 19.5%

Judicious usage of cash …

Shareholder payout
Invested Funds
Capex
Acquisitions

… and higher-than-benchmark share performance

TCS
BSE IT

1376%
539%
Leading Technology Change
Lead in the New Normal with Business 4.0™

PURPOSE-DRIVEN.  RESILIENT.  ADAPTABLE.

EMBRACE RISK  MASS PERSONALIZE

PURPOSE-DRIVEN

CLOUD  INTELLIGENT

LEVERAGE ECOSYSTEMS  CREATE EXPONENTIAL VALUE

RESILIENT

AUTOMATED  AGILE

ADAPTABLE
Digital Transformation Offerings

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

COGNITIVE BUSINESS OPERATIONS

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

Enterprise Application Services
SAP, Oracle, Salesforce & others

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

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

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

Cloud Apps, Microsvcs & API
Migration, Modernization,
Integration

Conversational Experiences
Content, Care, Concierge,
Commerce, Colleague

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

TCS Interactive
Commerce, Channels, Marketing,
Engagement, ECM

Analytics & Insights
Business Analytics, Data Services

Microsoft BU
Digital Workplace, BizApps, Azure

Cloud Infrastructure
Public, TCS Private & Hybrid Cloud

Datacenter & Workplace Services

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

Network Management

Blockchain

TCS Interactive

Cloud Apps, Microsvcs & API

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

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

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SAP, Oracle, Salesforce & others

Microsoft BU
Digital Workplace, BizApps, Azure
Secure Borderless Workspaces (SBWS™)

Customer Focus

Secure & Certain Service Delivery

Cloud-based Governance & Monitoring

Location Independent Agile Methodology

Employee Engagement & Well-being

Borderless Collaboration

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

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

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

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
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

2Q FY21 Highlights:
352k+ associates trained in New Technologies | 10.2 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:

- 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**
- 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™

### Key Figures

<table>
<thead>
<tr>
<th>Category</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Researchers</td>
<td>1,000+</td>
</tr>
<tr>
<td>Patents</td>
<td>1,593 / 5,500*</td>
</tr>
<tr>
<td>Innovation Labs</td>
<td>30+</td>
</tr>
<tr>
<td>Publications</td>
<td>250+</td>
</tr>
<tr>
<td>USD investments</td>
<td>~250 MN</td>
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</tbody>
</table>

* Granted / Applied
## Products and Platforms

<table>
<thead>
<tr>
<th>Sector</th>
<th>Products and Platforms</th>
</tr>
</thead>
<tbody>
<tr>
<td>BFSI</td>
<td>TCS BoxNCS</td>
</tr>
<tr>
<td>Retail</td>
<td>OmniStore™, SupplAI™, Optumera™</td>
</tr>
<tr>
<td>Life Sciences</td>
<td>TCS ADD</td>
</tr>
<tr>
<td>CMI</td>
<td>TCS HOBS</td>
</tr>
<tr>
<td>Smart Cities</td>
<td>CX IUX</td>
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<tr>
<td>SMB</td>
<td>iON</td>
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</tbody>
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### FRAMEWORKS
- The Connected Universe Platform
- DatOm
- TCS Decision Fabric

### DevOps
- TCS MasterCraft
- DevPlus
  - DataPlus
  - TransformPlus

### Cognitive AI
- ignio

### Agile Tools
- jile

### HR
- CHROMA™

### Procure to Pay
- tap

### BlockChain
- QUARTZ™

### Other
- 5,500 patent applications;
- 1,593 granted

### 22 Institutional awards & professional recognitions
- IP Enterprise Trophy by World IP Organization
- National IP Award
- Asia IP Elite
TCS' start-up program is organic, highly structured, and currently one of the largest among services companies.

Mette Ahorlu
Research Director, IDC
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
- Cloud
- Data & Analytics
- IPA
- Blockchain
- AI
- Talent Development
- Research & Innovation
- Partnership Ecosystems
- Industry Depth
- Intellectual Property
- Accountability
- Relationship Focus
- Contextual Knowledge
- Execution Excellence
- Location Independent Agile
- MFDM™
- Full Stakeholder Coverage
- Agile
- Location Independent
- Industry Depth
- Partnership Ecosystems

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Superior Business Outcomes

Highly Satisfied Customers

Enduring Relationships
Going Deeper, Casting Wider: Business Outcomes

Large Client Metrics

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY20</th>
</tr>
</thead>
<tbody>
<tr>
<td>US$ 20 Mn+</td>
<td>162</td>
<td>240</td>
</tr>
<tr>
<td>US$ 50 Mn+</td>
<td>68</td>
<td>105</td>
</tr>
<tr>
<td>US$ 100 Mn+</td>
<td>29</td>
<td>49</td>
</tr>
</tbody>
</table>

Rev per US$1 Million Client

<table>
<thead>
<tr>
<th></th>
<th>FY15</th>
<th>FY20</th>
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<tbody>
<tr>
<td>$ Mn</td>
<td>19.5</td>
<td>20.6</td>
</tr>
</tbody>
</table>

Growth: 5.2%
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

107.8% in FY15 and 109.4% in FY20.

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

Shareholder Payout as % of Free Cash Flow

Average Payout
FY15 - FY20: 79%

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow</th>
<th>Shareholder Payout</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY15</td>
<td>$2,983</td>
<td>$2,929</td>
</tr>
<tr>
<td>FY16</td>
<td>$2,886</td>
<td>$1,540</td>
</tr>
<tr>
<td>FY17</td>
<td>$3,824</td>
<td>$1,687</td>
</tr>
<tr>
<td>FY18</td>
<td>$4,090</td>
<td>$4,233</td>
</tr>
<tr>
<td>FY19</td>
<td>$4,217</td>
<td>$4,070</td>
</tr>
<tr>
<td>FY20</td>
<td>$4,540</td>
<td>$4,433</td>
</tr>
</tbody>
</table>

Shareholder Payout in $ Mn:
- FY15: $2,929
- FY16: $1,540
- FY17: $1,687
- FY18: $4,233
- FY19: $4,070
- FY20: $4,433

Shareholder Payout as % of Free Cash Flow:
- FY15: 91%
- FY16: 42%
- FY17: 43%
- FY18: 106%
- FY19: 91%
- FY20: 98%

Average Payout FY15 - FY20: 79%
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.

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
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.

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.

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.
## In Summary: TCS Strategy Driving Differentiated Outcomes

<table>
<thead>
<tr>
<th>Market Trends</th>
<th>TCS Approach</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Position as a growth and transformation partner</td>
<td>▪ Industry-defining mega deals</td>
</tr>
<tr>
<td>▪ Customers want solutions to business problems and not just technology skills</td>
<td>▪ More investment in research and innovation, co-innovation and collaboration</td>
<td>▪ Thinner competitive set</td>
</tr>
<tr>
<td>▪ Domain-specific IP</td>
<td>▪ Domain-specific IP</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td>▪ Greater focus on contextual knowledge</td>
<td>▪ Greater focus on contextual knowledge</td>
<td>▪ More fulfilling work, better retention</td>
</tr>
<tr>
<td>▪ Proactive solution selling</td>
<td>▪ Proactive solution selling</td>
<td></td>
</tr>
<tr>
<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Full stakeholder services</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td>▪ Customers want solutions to business problems and not just technology skills</td>
<td>▪ Leverage TCS’ contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property</td>
<td>▪ Higher profile, strategically more important engagements</td>
</tr>
<tr>
<td>▪ Non CIO buyers emerging in enterprises</td>
<td>▪ Launch of cloud based platforms and new business models</td>
<td>▪ Thinner competitive set</td>
</tr>
<tr>
<td>▪ Greater platformization of business</td>
<td>▪ Leverage IP portfolio</td>
<td>▪ Higher quality revenue</td>
</tr>
<tr>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td>▪ Launch of Secure Borderless Workspaces™</td>
<td>▪ Large deals that improve business visibility</td>
</tr>
<tr>
<td>▪ Transformational partners selected based on solution quality and time to market</td>
<td>▪ Greater focus on Location Independent Agile™ and MFDM</td>
<td>▪ Expansion of addressable market</td>
</tr>
<tr>
<td>▪ Greater focus on Location Independent Agile™ and MFDM</td>
<td>▪ Promote operating model transformation using AI</td>
<td>▪ Frees up spends for systems of differentiation</td>
</tr>
<tr>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td></td>
<td>▪ Greater focus on resilience and adaptability</td>
</tr>
</tbody>
</table>
Annexure
## Financial Highlights

### IFRS

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th></th>
<th>Quarterly</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>FY20</td>
<td>FY19</td>
<td>2Q21*</td>
</tr>
<tr>
<td>Revenue growth – Constant Currency</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue - ₹ Mn</td>
<td>1,569,490</td>
<td>1,464,630</td>
<td>401,350</td>
</tr>
<tr>
<td>Revenue</td>
<td>$22,031</td>
<td>$20,913</td>
<td>$5,424</td>
</tr>
<tr>
<td>Gross Profit</td>
<td>$9,069</td>
<td>$8,753</td>
<td>$2,219</td>
</tr>
<tr>
<td>Gross Margin</td>
<td>41.2%</td>
<td>41.9%</td>
<td>(69 bps)</td>
</tr>
<tr>
<td>Operating Income</td>
<td>$5,414</td>
<td>$5,347</td>
<td>$1,422</td>
</tr>
<tr>
<td>Operating Margin</td>
<td>24.6%</td>
<td>25.6%</td>
<td>(99 bps)</td>
</tr>
<tr>
<td>Net Income</td>
<td>$4,541</td>
<td>$4,494</td>
<td>$1,141</td>
</tr>
<tr>
<td>Net Margin</td>
<td>20.6%</td>
<td>21.5%</td>
<td>(88 bps)</td>
</tr>
<tr>
<td>EPS in ₹</td>
<td>86.19</td>
<td>83.05</td>
<td>22.48</td>
</tr>
</tbody>
</table>

* Excludes legal claim provision of ₹12,180 Mn ($165 Mn)
Thank You