TATA CONSULTANCY SERVICES



TCS INVESTOR RELATIONS

Investor Presentation

June 2020

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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.



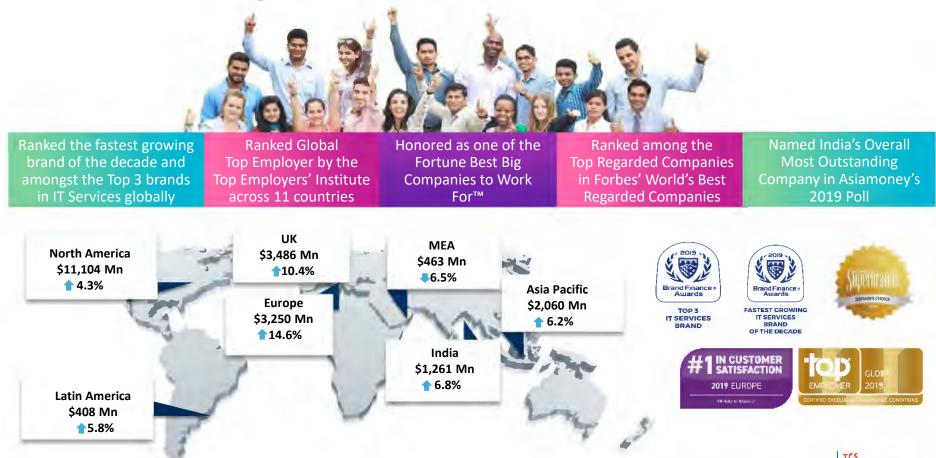
Tata Consultancy Services

We Are...

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



The Fastest Growing Brand In IT Services

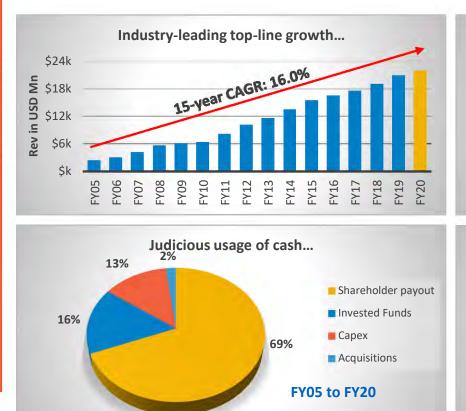


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* FY 2020 Revenue growth figures quoted in constant currency terms

The Journey so far



... with superior profitability

...and higher-than-benchmark share performance



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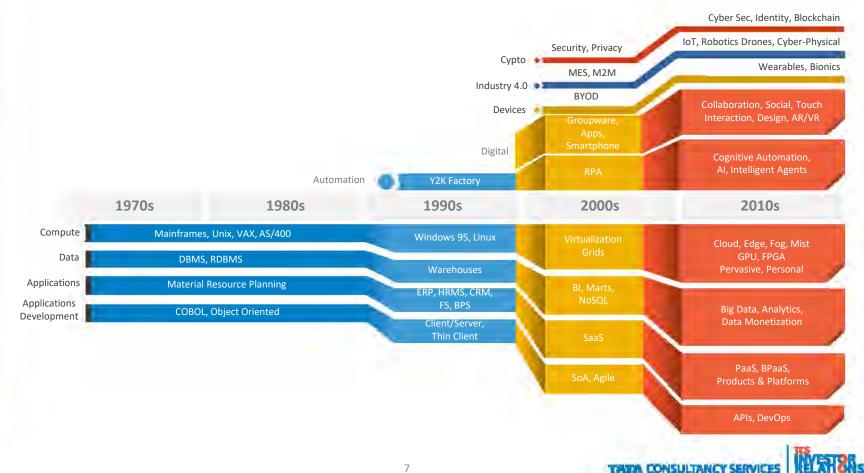
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EPS in ₹

Leading Technology Change



Leading through 50 Years of Technology Change





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

bornagile	TCS Interactive Commerce, Channels, Marketing, Engagement Solutions		Conversational Experiences Content, Care, Concierge, Commerce, Colleague	Machine First	
IOT Connected Devices, Industry 4.0, Digital Twin, Smart City, Digifleet, Energy Management, IP2 Cloud Apps, Microsvcs & API Migration, Modernization, Integration	Enterprise Intelligent Automation Infra, Application, Process	Industry Business Services Enterprise Services Digital & Customer Experience Operations Network Management	Cyber Security I&AM, GRC, Digital Forensics, MSS, Cloud / Mobile/ IoT	Delivery Model ™ Enterprise Application Services SAP, Oracle, MS, Salesforce, Microsoft	
	Analytics & Insights Business Analytics, Data Services		Blockchain Programs (Embark, Design, Scale), Platform Solns (Horizntl, Domain)		
	Cloud Infrastructure Public, TCS Private & Hybrid Cloud	Datacenter & Workplace Services Cloud Operations	Quality Engg & Transformation SmartQE, CX Assurance, Big Data, Video	Future of Work Digital Workplace, ChatBots, Collaborative Tools, Gamification	



Accruing Benefits of **Business**4.0[™]

A European Life Sciences Company

Wanted to create a digital platform that helped them generate business around the "smallholder" farming segment

Business Results:



A Middle-East Retailer

Was exploring if they could leverage AI and IoT to create new Energy Management Efficiencies across their channels

A Global Retail Giant

Wanted to evolve an integrated omnipresence including Physical and Digital channels to make business flexible to constant evolution whilst addressing emerging new markets

TCS created an Intelligent, Agile, Personalization and AI Program

Business Results:



A Multinational Automobile Company

Was struggling with multi-billion dollar liabilities due to extended exposures from recalls and 18 - 24 months to complete product recalls, and wanted to be able to leverage Intelligence to better manage the process



Business Results:

\$20-40mn

savings in

5 years

25000t

reduction in CO2 emissions



Strategic Investments



"There are no legacy people, only legacy technologies"



Avail Unmatched Speed To Market

With our thought-leading framework that helps customers adopt Agile at scale, and gain concrete business benefits :

> Location - Independent Agile[™] Living Agile Technique Born Agile[™] Agility Debt[™] Service Delivery Maturity





TCS Customers are reporting spectacular business benefits :



"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



Bringing Certainty of Execution to Future Readiness

MFDM[™]

- Making enterprises AI ready with MFDM[™] Al workbench
- 100+ customers on the MFDM[™] journey
- 110k foundational AI-ML engineers, 15k MFDM™ designers, 100+ MFDM[™] architects
- 200+ alliance partners AI stalwarts and emerging start-ups



- TCS DATOM[™] Data and Analytics Target **Operating Model**
- TCS DAEzMo[™] Data Estate Modernization

TCS IoT Bringing Life to Things[™]

- TCS Connected Universe Platform to drive business and operations transformation
- Industry specific solutions: TCS Digifleet[™], TCS IP2[™] (Intelligent Power Plant), Energy Management system
- IoT academy with 200+ digital courses
- IoT labs in Cincinnati, Tokyo, Chennai for co-creation

Location Independent Agile[™]



TATA CONSULTANCY SEP

- 40% advanced maturity
- Largest agile ready workforce of 390K; 1,100+ Ninja coaches; 860+ agile workplaces

Investments in Digital - Products, Platforms & Partnerships

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BFSI	TCS BOLNCS	
Retail	OmniStore [™] Optumera [™] SupplAI [™]	С
Life Sciences	TCS ADD	A
СМІ	TCS HOBS	
Smart Cities	CX IUX	
SMB	iún	•
FRAMEWORK	S The Connected Universe Platform	í.



DatOm

TCS Decision Fabric

5,216 patent applications; 1,341 granted 22 Institutional awards &

professional recognitions

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

Helping Customers Scale Their Innovation

Foundational Research

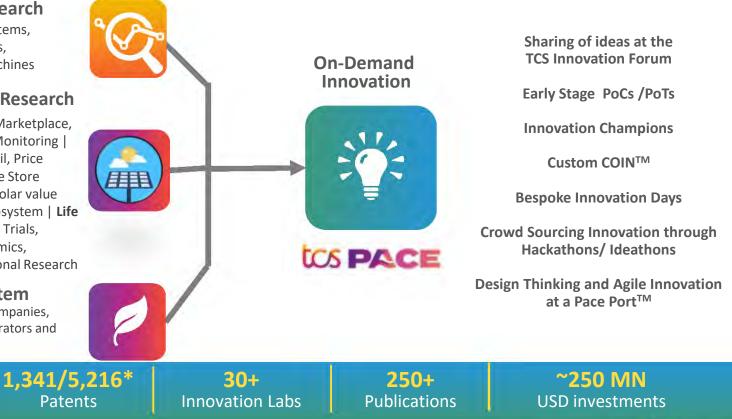
Computing, Physical Systems, Sciences, New Materials, Robotics, Sensing of Machines

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



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* Granted/ Applied

1,000 +

Researchers

TCS Co-Innovation Network (COIN[™])

63

dotin

vobot

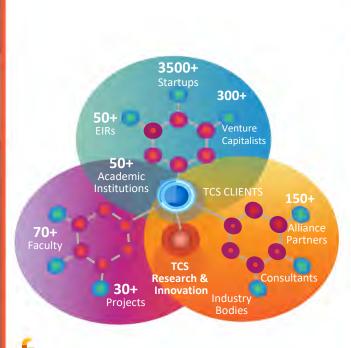
Intelligence

S

TAUVENTURES

💽 cortica

MIT



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[™]

Experience PACE

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

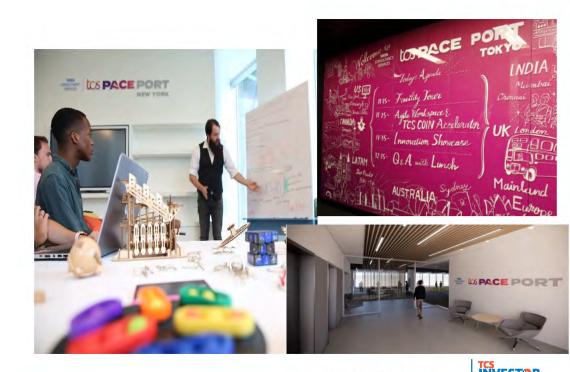
Summon the best of the start-up ecosystem: TCS COIN Accelerators

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

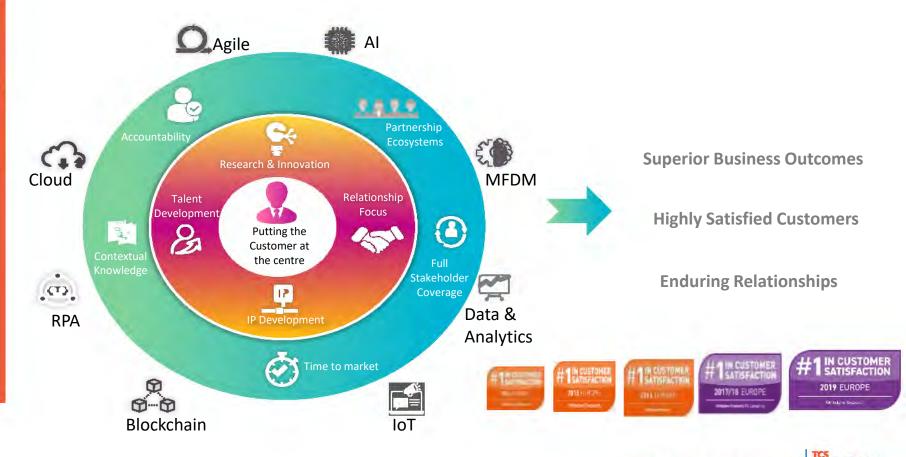
Explore digital drivers for growth and transformation: Innovation Showcases Watch your Ideas come alive: Rapid Labs



Longer Term Growth Strategy



Customer-centric Strategy: Going Deeper, Casting Wider

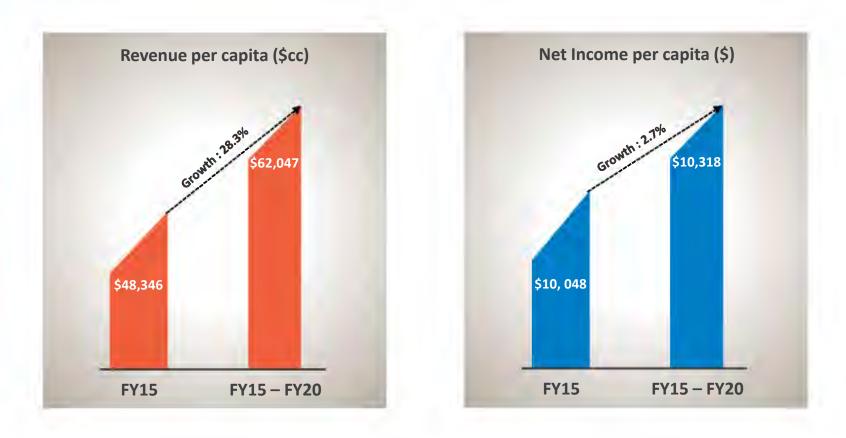


Going Deeper, Casting Wider: Business Outcomes





Going Deeper, Casting Wider: Financial Outcomes





Cash Flow



Strong Capital Allocation



8Ns

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.

26

"it Empløyability,



IGNITEMY FUTURE

TCSFit4life

Igniting young mind

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
- Non CIO buyers emerging in enterprises
- Transformational partners selected based on solution quality and time to market
- Greater platformization of business

Business disruption due to pandemic

- 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
- Location Independent Agile[™]
- Machine First Delivery Model[™]
- Secure Borderless Workspaces[™]

- 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
- Greater focus on resilience and adaptability





Financial Highlights

IFRS

Amount in USD Mn, unless otherwise stated

	Yearly			Quarterly			
	FY20	FY19	ΥοΥ	4Q20	4Q19	ΥοΥ	
Revenue growth – Constant Currency		7.1%			3.0%		
Revenue - ₹ Mn	1,569,490	1,464,630	7.2%	399,460	380,100	5.1%	
Revenue	\$22,031	\$20,913	5.3%	\$5 <i>,</i> 444	\$5,397	0.9%	
Gross Profit	\$9,069	\$8,753	3.6%	\$2,286	\$2,253	1.5%	
Gross Margin	41.2%	41.9%	(69 bps)	42.0%	41.7%	25 bps	
Operating Income	\$5,414	\$5,347	1.3%	\$1,366	\$1,354	0.9%	
Operating Margin	24.6%	25.6%	(99 bps)	25.1%	25.1%	0 bps	
Net Income	\$4,541	\$4,494	1.0%	\$1,096	\$1,154	-5.0%	
Net Margin	20.6%	21.5%	(88 bps)	20.1%	21.4%	(125 bps)	
EPS in ₹	86.19	83.05	3.8%	21.45	21.65	-0.9%	
		29			TATA CONSULTANCY SERVICES		

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