



Investor Presentation

June 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



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

448,000+
Employees
144 nationalities



187 Solution Centers
in 19 countries

162,000+
Women employees



\$90 BN
Market cap

12.1%
Lowest attrition in IT
Services in entire industry



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



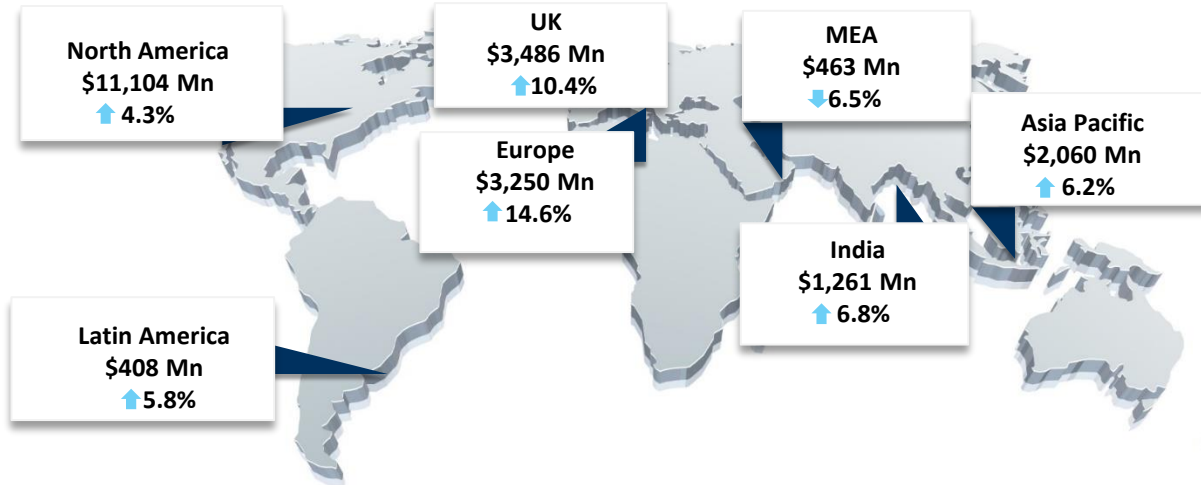
Ranked the fastest growing brand of the decade and amongst the Top 3 brands in IT Services globally

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

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

Ranked among the Top Regarded Companies in Forbes' World's Best Regarded Companies

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



TOP 3
IT SERVICES
BRAND



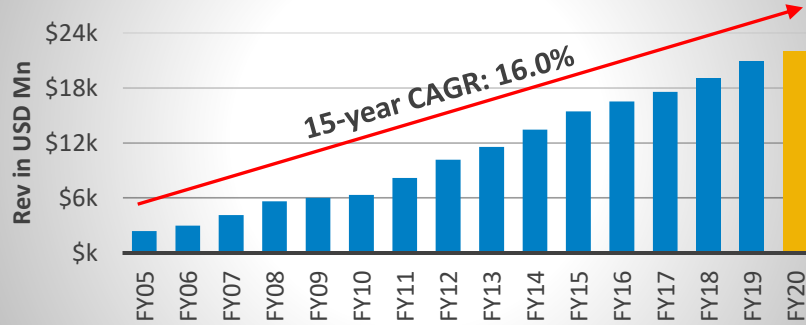
FASTEST GROWING
IT SERVICES
BRAND
OF THE DECADE



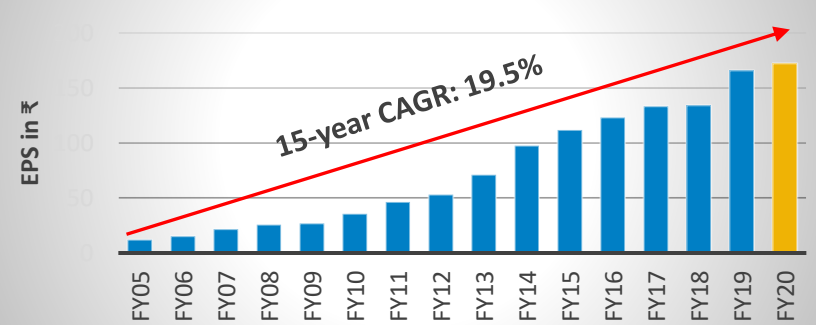
* FY 2020 Revenue growth figures quoted in constant currency terms

The Journey so far

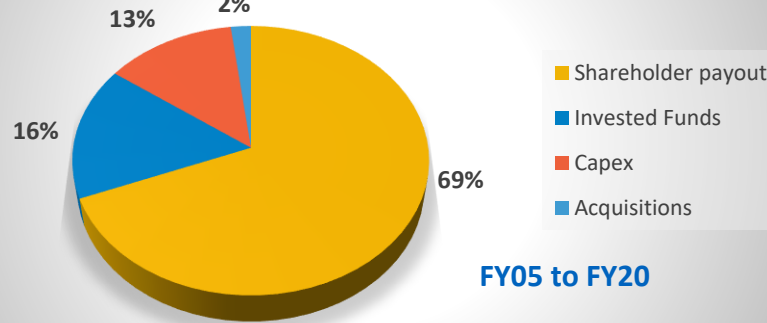
Industry-leading top-line growth...



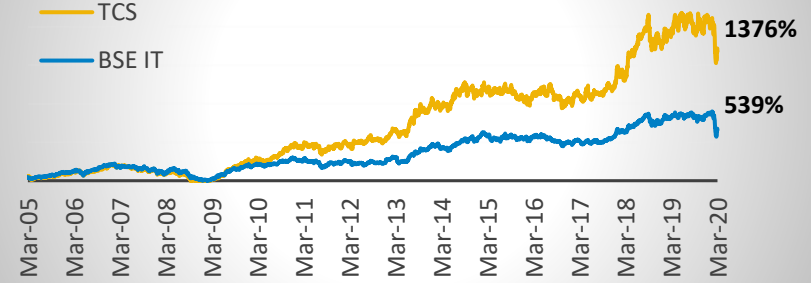
... with superior profitability



Judicious usage of cash...



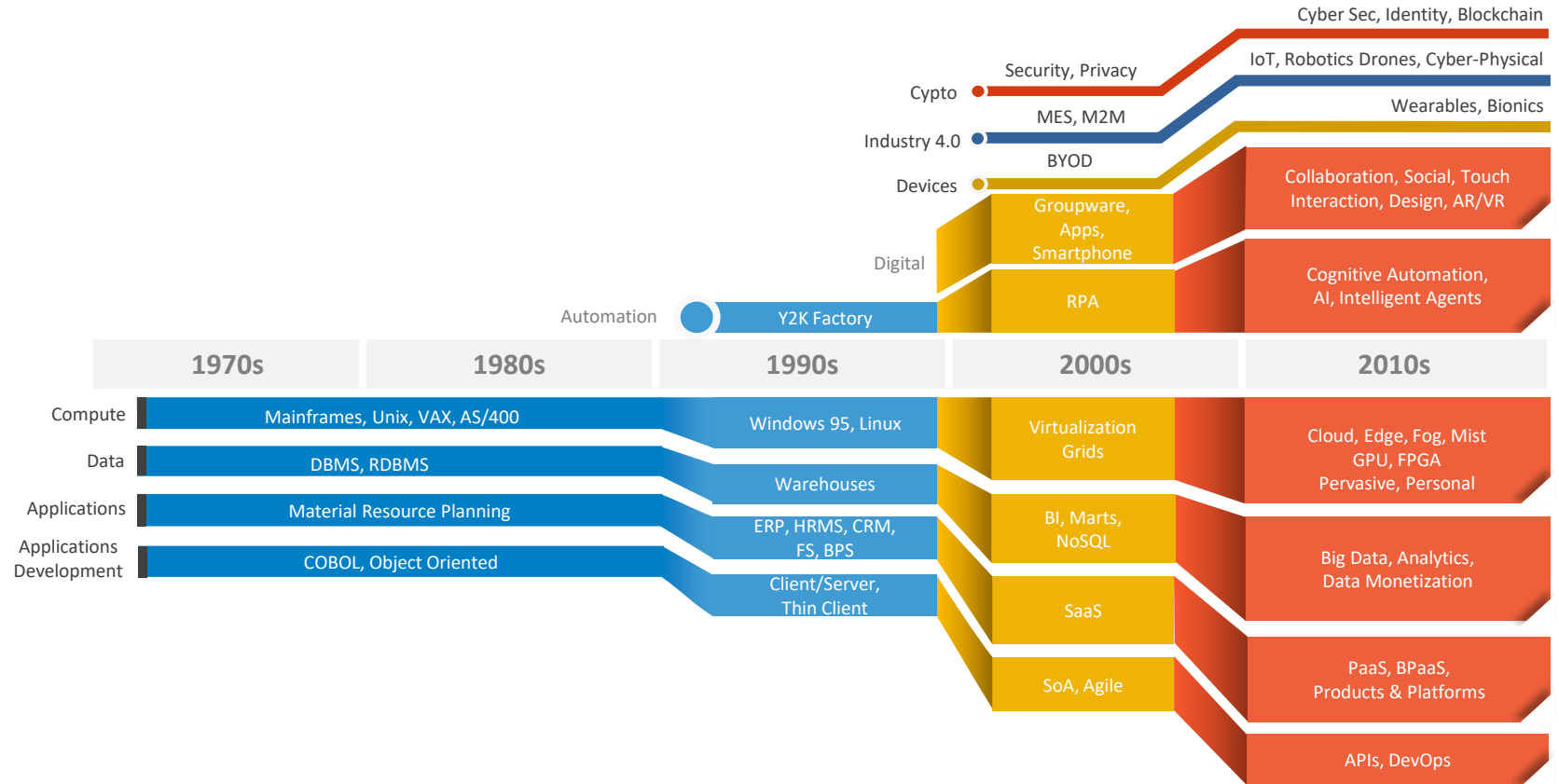
...and higher-than-benchmark share performance



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Leading Technology Change

Leading through 50 Years of Technology Change

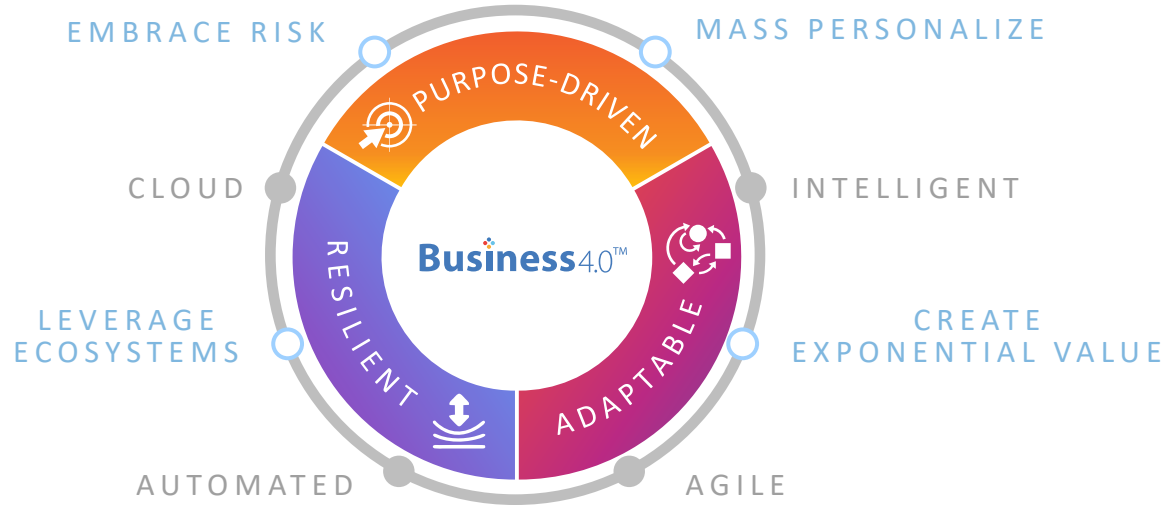


Lead in the New Normal with Business 4.0™

PURPOSE – DRIVEN.

RESILIENT.

ADAPTABLE.



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



IOT

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

Cloud Apps, Microsvcs & API

Migration, Modernization,
Integration

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

Enterprise 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



Machine First Delivery Model™

Enterprise Application Services

SAP, Oracle, MS, Salesforce,
Microsoft

Future of Work

Digital Workplace, ChatBots,
Collaborative Tools,
Gamification

Accruing Benefits of Business4.0™

A European Life Sciences Company

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

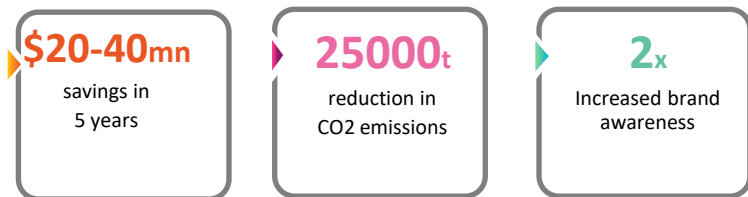
Business Results:



A Middle-East Retailer

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

Business Results:



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:





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



335k+ associates trained in Digital | 4.7 Mn learning days
679,805 certifications acquired

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

Open Agile Collaborative Workspaces



6,000+
Agile
engagements



1,000+
Agile delivery
centres



417K+
Agile-trained
employees

TCS 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**

Bringing Certainty of Execution to Future Readiness



- Making enterprises AI ready with MFDM™ AI 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™

3 Models

4 Enablers

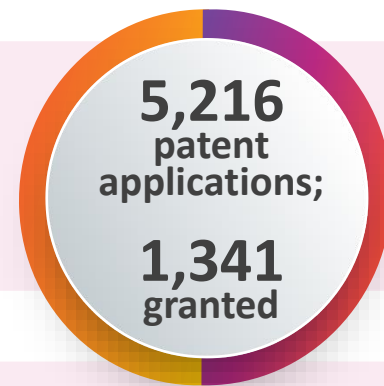
5 Principles

- 6,000+ active agile IT engagements; 40% advanced maturity
- Largest agile ready workforce of 390K; 1,100+ Ninja coaches; 860+ agile workplaces

Investments in Digital - Products, Platforms & Partnerships

BFSI	TCS BOINC
Retail	OmniStore™ Optumera™ SupplAI™
Life Sciences	TCS ADD
CMI	TCS HOBS
Smart Cities	CX IUX
SMB	iON

DevOps	TCS MasterCraft DevPlus TransformPlus DataPlus
Cognitive AI	ignio
Agile Tools	Jile
HR	CHROMA™ <small>Next Generation Employee Experience</small>
Procure to Pay	tap™
BlockChain	QUARTZ™



22 Institutional awards & professional recognitions

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

FRAMEWORKS

The Connected
Universe Platform

DatOm

TCS Decision Fabric

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

1,341/5,216*
Patents

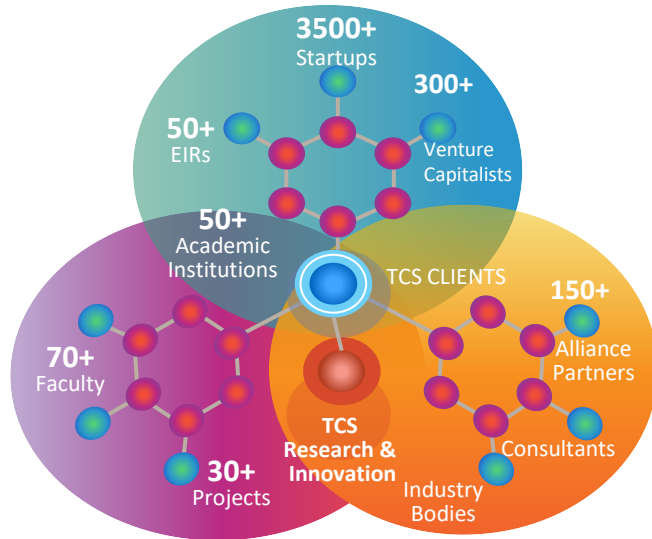
30+
Innovation Labs

250+
Publications

~250 MN
USD investments

* Granted/ Applied

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™

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:

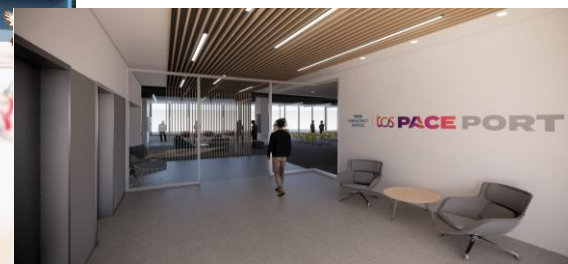
Academic Research Labs

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**

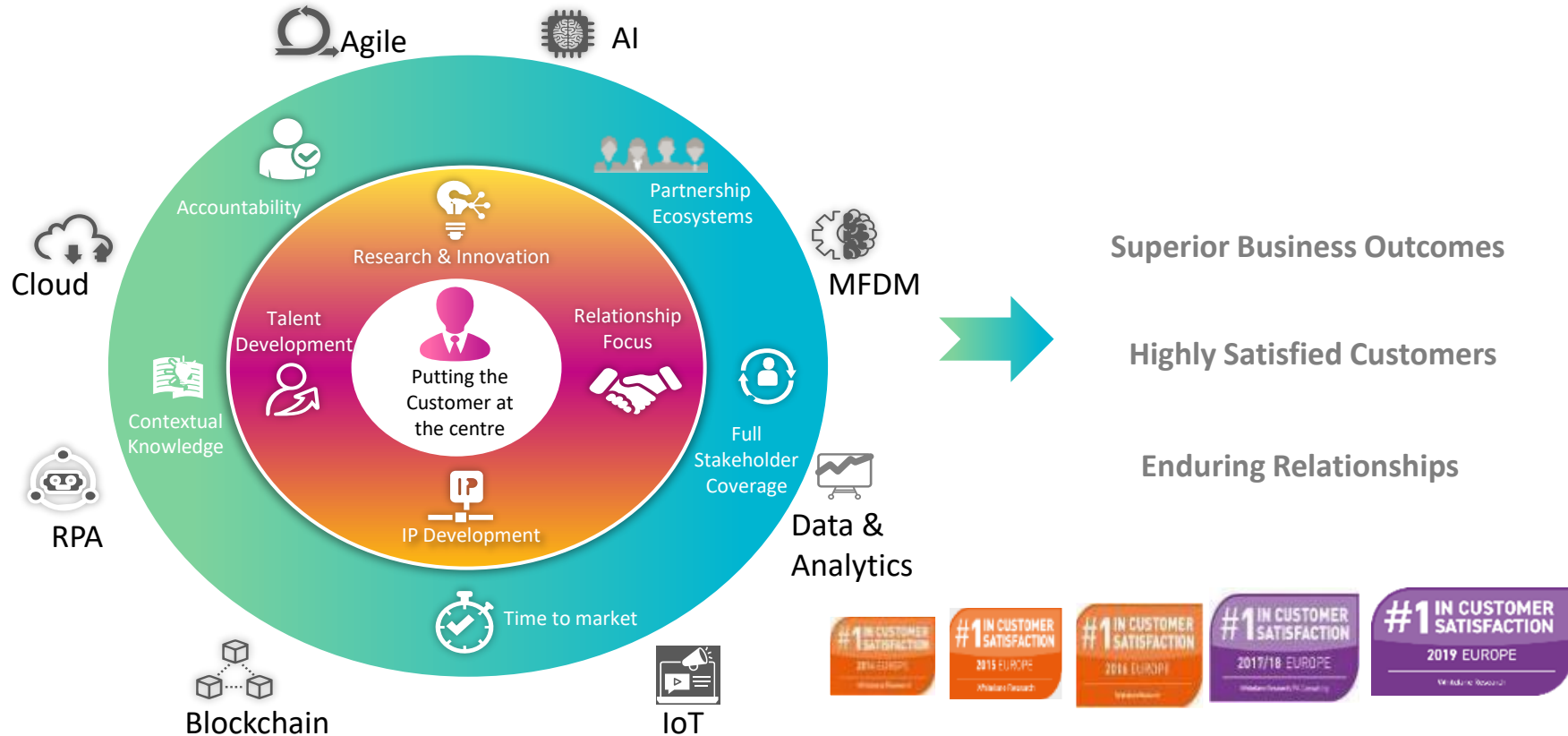
Watch your Ideas come alive: **Rapid Labs**



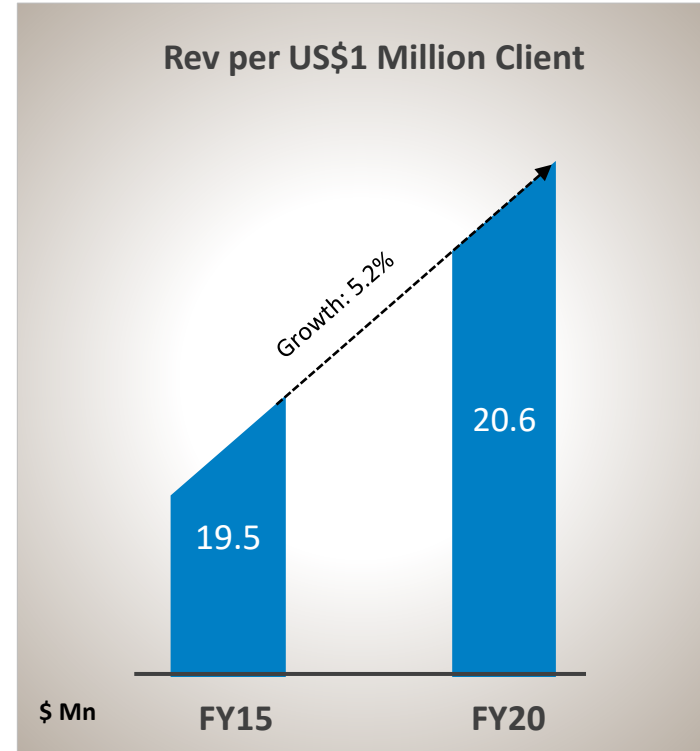
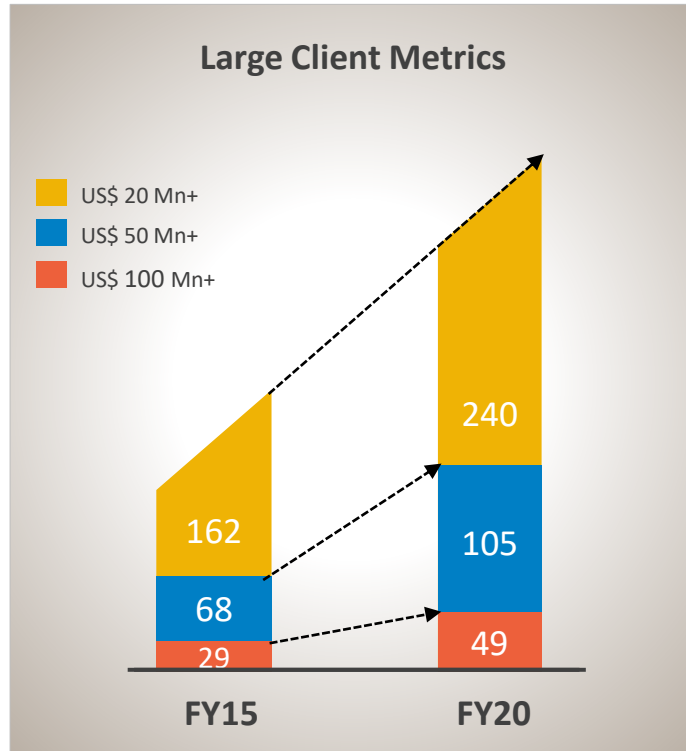
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Longer Term Growth Strategy

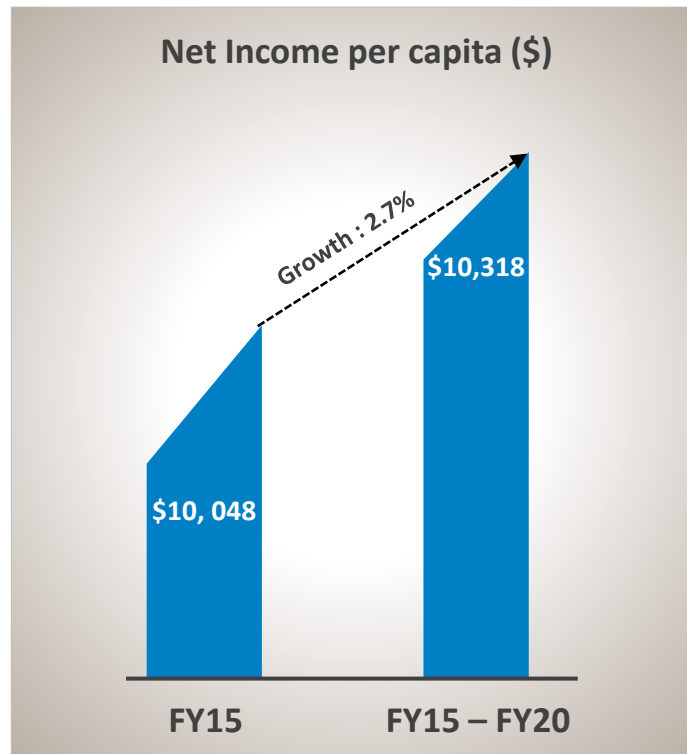
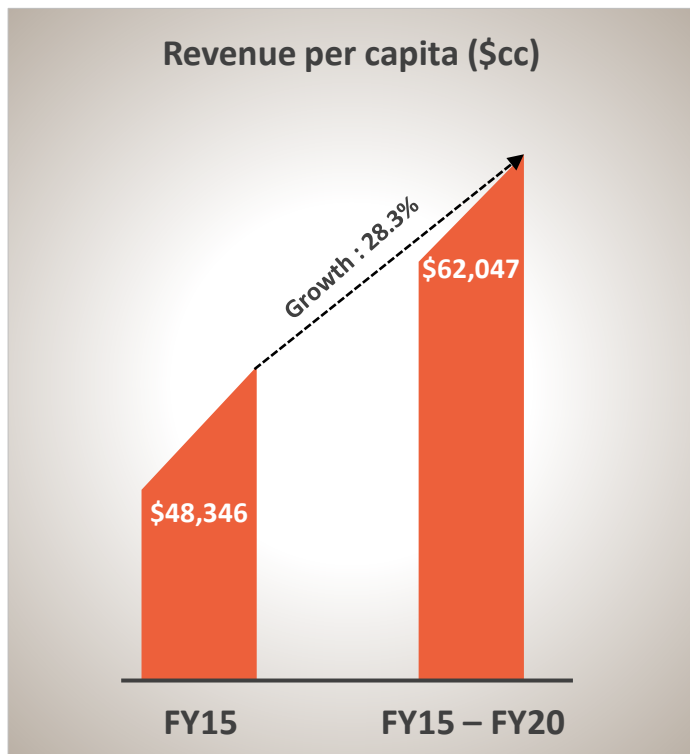
Customer-centric Strategy: Going Deeper, Casting Wider



Going Deeper, Casting Wider: Business Outcomes

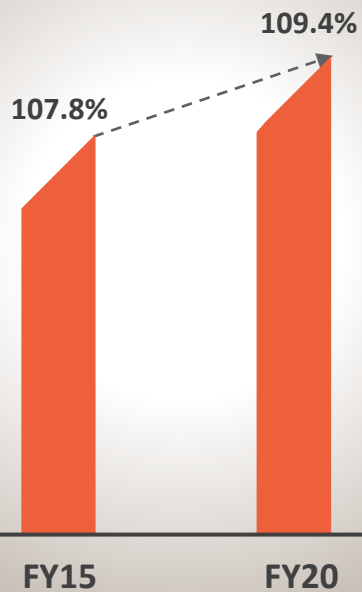


Going Deeper, Casting Wider: Financial Outcomes

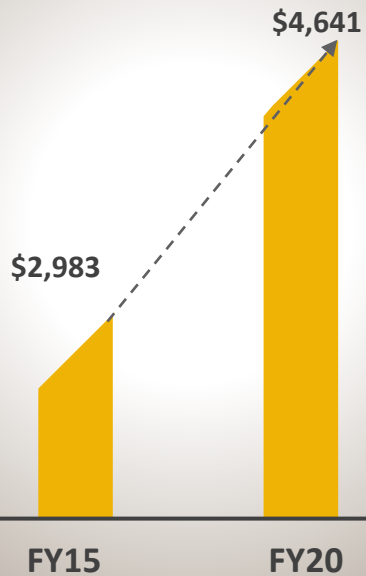


Cash Flow

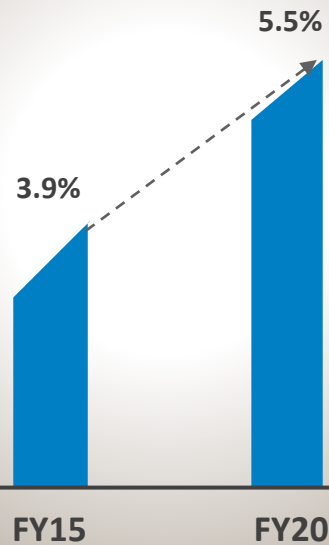
Cash Conversion
OCF to Net Income



Free Cash Flow
USD Mn

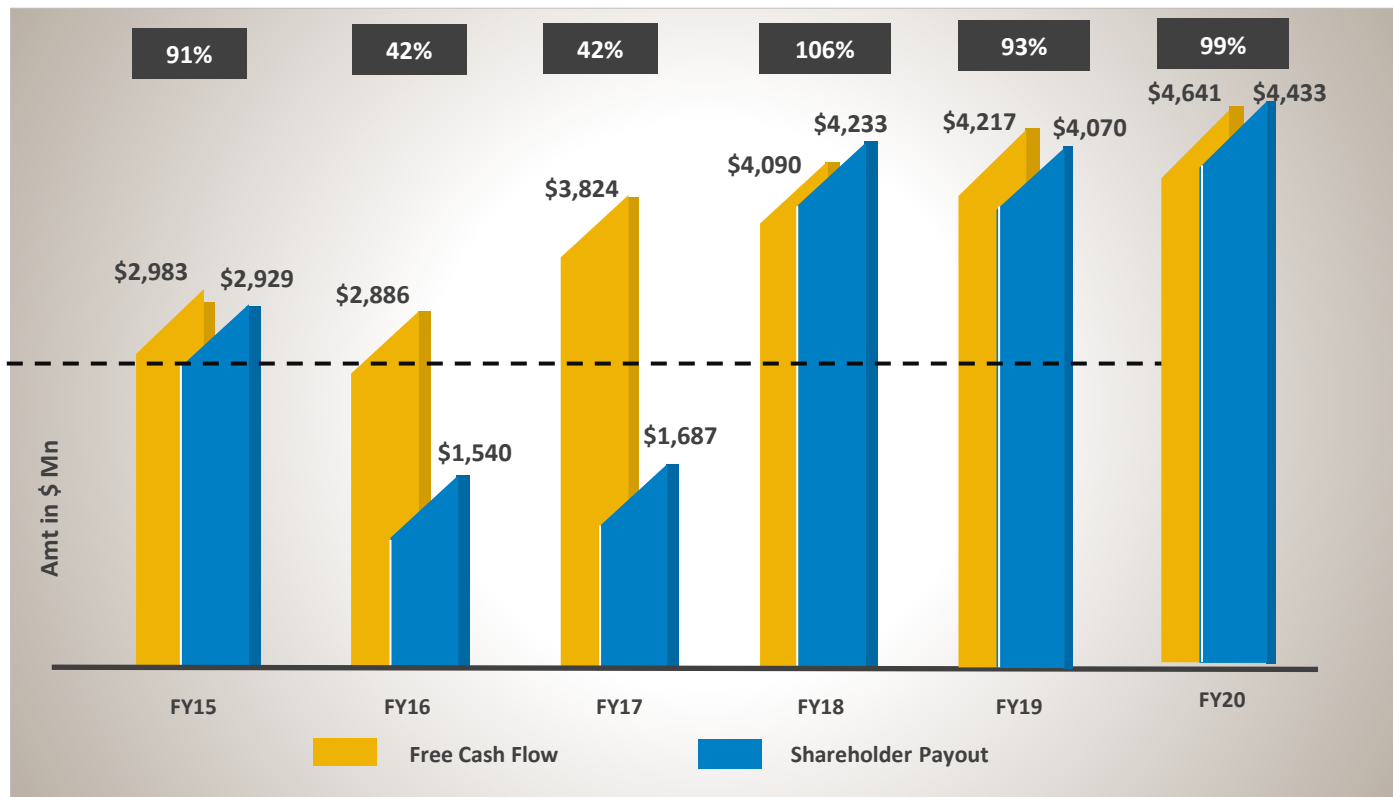


Free Cash Flow/
Enterprise Value

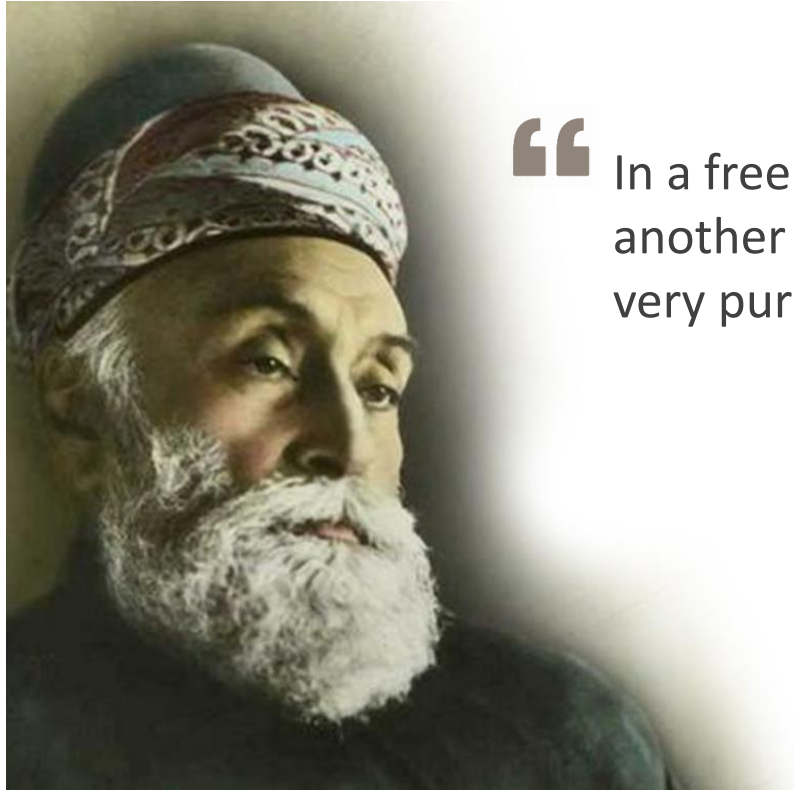


Strong Capital Allocation

Average Payout
FY15-FY20 YTD: 79%



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



OFFICIAL MOBILE APP PARTNER



TATA CONSULTANCY SERVICES



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.

IGNITE MY FUTURE

it Employability



LaunchPad

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
- Business disruption due to pandemic

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

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
- Greater focus on resilience and adaptability

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Annexure

Financial Highlights

IFRS

Amount in USD Mn, unless otherwise stated

	Yearly			Quarterly		
	FY20	FY19	YoY	4Q20	4Q19	YoY
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%	\$5,444	\$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%



Thank You