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 Indian and overseas IT services companies, various factors which may affect our cost advantage, 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 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

$19.09 BN Revenue FY 18

$5.5 BN Revenue from digital

Among the Top 10 Global IT Service Providers

190 Solution Centers in 18 countries

400,000+ Employees 151 nationalities

140,000+ Women employees

11.2% Lowest Attrition rate (IT Services) in the industry

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

11.2%

190

400,000+

140,000+

11.2%
The Journey so far

Industry-leading top-line growth...

- 13-year CAGR: 17.4%

... with superior profitability

- 13-year CAGR: 20.5%

Judicious usage of cash...

- Shareholder payout: 23%
- Capex: 60%
- Acquisitions: 3%
- Invested Funds: 14%

...and higher-than-benchmark share performance

- TCS: 1054%
- BSE IT: 503%
Leading Technology Change
Leading through 50 Years of Enterprise Technology

<table>
<thead>
<tr>
<th>1970s</th>
<th>1980s</th>
<th>1990s</th>
<th>2000s</th>
<th>2010s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compute</td>
<td>Mainframes, Unix, VAX, AS/400</td>
<td>Windows 95, Linux</td>
<td>Virtualization Grids</td>
<td>Cloud, Edge, Fog, Mist</td>
</tr>
<tr>
<td>Data</td>
<td>DBMS, RDBMS</td>
<td>Warehouses</td>
<td>BI, Marts, NoSQL</td>
<td>GPU, FPGA</td>
</tr>
<tr>
<td>Applications</td>
<td>Material Resource Planning</td>
<td>ERP, HRMS, CRM, FS, BPS</td>
<td>SaaS</td>
<td>Pervasive, Personal</td>
</tr>
<tr>
<td>Applications</td>
<td>COBOL, Object Oriented</td>
<td>Client/Server, Thin Client</td>
<td>SoA, Agile</td>
<td>Big Data, Analytics, Data Monetization</td>
</tr>
<tr>
<td>Development</td>
<td></td>
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</tr>
</tbody>
</table>

Key Technologies:
- Cyber Sec, Identity, Blockchain
- IoT, Robotics, Drones, Cyber-Physical
- Wearables, Bions
- BYOD
- Industry 4.0
- Devices
- Groupware, Apps, Smartphone
- RPA
- Collaboration, Social, Touch Interaction, Design, AR/VR
- Cognitive Automation, AI, Intelligent Agents
- Cloud, Edge, Fog, Mist
- Pervasive, Personal
- Big Data, Analytics, Data Monetization
- PaaS, BPaaS, Products & Platforms
- APIs, DevOps
The new era demands a different mindset ...

- EMBRACE RISK
- MASS CUSTOMIZE
- AGILE
- AUTOMATED
- LEVERAGE ECOSYSTEMS
- CREATE EXPONENTIAL VALUE
- INTELLIGENT
- CLOUD

Intelligent, Agile, Automated, and on the Cloud
Digital Transformation Offerings

Digital Core

Experience

Intelligence

TCS Interactive
Commerce, Channels, Marketing, Engagement

Analytics & Insights
Business Analytics, Data Services

Enterprise Intelligent Automation
Infra, Application, Process

IOT
Connected Devices, Industry 4.0, Smart City, Digital Twin, Managed Services

Cloud Apps, Microsvcs & API
Migration, Modernization, Integration

Cloud Infrastructure
Public, TCS Private & Hybrid Cloud

Consulting & Services Integration
Enterprise Agility, M&A/Divestitures, Finance & Shared Services, CX Front Office Transformation, SCM as a Service, Next Gen Transformation, Digital Integration

Cognitive Business Operations
Business Process Services
Domain & Enterprise Services
Business Platforms as a Service
Application Services
IT Infra Services

Conversational Experiences
Content, Care, Concierge, Commerce, Colleague

Digital Workplace
Intranet Imagineering, Persuasive & Immersive Experiences, Collab & KM Systems, Emergent Learning

Cyber Security
I&AM, GRC, Digital Forensics, MSS, Cloud/Mobile/IoT

Blockchain
Advisory & Ideation, Business Consulting, Value Demonstration

Enterprise Application Services
SAP, Oracle, MS, Salesforce

Quality Engineering & Transformation
Process, Performance, Agile
Digital adoption is progressing swiftly - project ticket sizes are going up

Early adopters are now taking up core transformation programs

Large scale, large scope, complex and risky undertakings: TCS is the preferred partner

FY 18: TCS was ranked a Leader or Strong Contender in 62% of the competitive assessments in digital technologies by major industry analysts
Winning in a Business 4.0 World

**The Economic Times**

TCS bags M&S deal to help drive it become a digital-first business

**The Hindu**

TCS bags ‘$2-plus Bn’ Transamerica order

**The Times of India**

TCS wins $6 Billion in contracts under a month

TCS wins deals worth $6 Billion has pulled way ahead of rivals Cognizant, Infosys, Wipro, and HCL

**India Today**

TCS unit inks 15-year pact with Scottish Widows

**Business Today**

TCS hits fresh 52-week high after $690 Million deal with M&G Prudential

**ET Now**

TCS cracks $2.25 Bn deal. Nielsen extends outsourcing contract for 5 years
“There are no legacy people, only legacy technologies”

<table>
<thead>
<tr>
<th>Scalable Reskilling using the Digital Learning Platform</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access: Anytime, Anyplace, Any device</td>
</tr>
<tr>
<td>Content: Rich &amp; Expanding Crowd sourced “faculty”</td>
</tr>
<tr>
<td>Delivery: Domain-infused, Culture focused, Gamified</td>
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<tr>
<td>Infrastructure: Cloud based, Immersive and Virtual</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Analytics and Insights</th>
<th>Cloud</th>
</tr>
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<tbody>
<tr>
<td>Qlik</td>
<td>Chef</td>
</tr>
<tr>
<td>pentaho</td>
<td>omegacloud</td>
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<tr>
<td>MapR</td>
<td>Amazon Web Services</td>
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<tr>
<td>Spark</td>
<td>Azure</td>
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<tr>
<td>Splunk</td>
<td>Trend Micro</td>
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<tr>
<td>Cassandra</td>
<td>Qualys</td>
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<tr>
<td>Kafka</td>
<td>amcracker</td>
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<td>Storm</td>
<td>RightScale</td>
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<td>Hadoop</td>
<td>Cliq</td>
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<tr>
<td>MongoDB</td>
<td>RightScale</td>
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<td>Couchbase</td>
<td>SCALR</td>
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<td>Apache Zookeeper</td>
<td>SCALR</td>
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<td>mongoDB</td>
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<tr>
<td>Splunk</td>
<td>SCALR</td>
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<td>Chef</td>
<td>SCALR</td>
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<tr>
<td>Docker</td>
<td>SCALR</td>
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<td>Google Cloud Platform</td>
<td>SCALR</td>
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<td>AppDynamics</td>
<td>SCALR</td>
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<td>Puppet</td>
<td>SCALR</td>
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<td>SOFTLAYER</td>
<td>SCALR</td>
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<tr>
<td>SCALR</td>
<td>SCALR</td>
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</tbody>
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<thead>
<tr>
<th>Mobility, Digital Marketing</th>
<th>IOT &amp; Cyber Security</th>
</tr>
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<tbody>
<tr>
<td>Adobe</td>
<td>BOSCH</td>
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<tr>
<td>Oracle</td>
<td>CA SiteMinder</td>
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<td>IBM Worklight</td>
<td>DataGuise</td>
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<td>SAP</td>
<td>Arxan</td>
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<tr>
<td>Xamarin</td>
<td>Symantec</td>
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<td>SAP MobileFirst</td>
<td>Network Associates</td>
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<td>IBM</td>
<td>Fortify</td>
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<td>Apple CarPlay</td>
<td>Tivoli</td>
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<td>Apple</td>
<td>Vormetric</td>
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<td>IBM</td>
<td>Nessus</td>
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<tr>
<td>iBeacon</td>
<td>Symantec</td>
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<td>Swift 2.0</td>
<td>Splunk</td>
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<td>kinvey</td>
<td>appScan</td>
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<td>WatchOS 2</td>
<td>Apigee</td>
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<tr>
<td>FeedHenry</td>
<td>Burp Suite Professional</td>
</tr>
<tr>
<td>IBM</td>
<td>Layer 7 Mobile Iron</td>
</tr>
</tbody>
</table>

292k associates trained in Digital | 14.2 million Learning hours logged
Go Agile at Scale

Location - Independent Agile

Our thought-leading framework that helps customers adopt Agile at scale, and gain concrete business benefits.

- **US Home Supplies Retailer**
  - **Time to market**: 90% reduction
  - **Product Quality**: 30% improvement

- **Australian Bank**
  - **Time to market**: 65% reduction
  - **Product Quality**: 80% improvement

- **Large US Financial Services Co**
  - **Time to market**: 20-50% reduction
  - **Product Quality**: 60% improvement

- **Leading Cargo Handler**
  - **Time to market**: 90% reduction
  - **Product Quality**: 30% improvement

**Market Success:**

- **World’s largest Agile-ready workforce:**
  - 318K+ Agile-trained employees
  - 8K+ externally certified
  - 400+ Agile development zones

- **400+ Clients**
- **1900+ Agile engagements**
- **80+ Transformational programs**
Investments in Digital - Products, Platforms & Partnerships

**PRODUCTS**
- 4,354 patent applications;
- 855 granted

**PLATFORMS**
- ERP on Cloud
- HOBS
- TCS Connected Universe Platform

**PARTNERS**
- 135+ Partnerships

**ENABLERS**
- 20 DESIGN STUDIOS & LABS
- 150 Distributed Agile Development Centers

**Frameworks and Accelerators**
- Network Function Virtualization (NFV) Framework
- Sensor Data Analytics IoT Framework (SDAF)
- Service Integration and Management Framework (SIAM)
- Open Banking API Framework
- Design Fabric
Focus Areas for Research & Innovation

**Foundational Research**
Computing, Physical Systems, Sciences

**BFSI**
Blockchain Data Marketplace, Banking Analytics, Peer to peer Insurance

**INDUSTRY 4.0**
Automation, Cognitive computing, Drones

**RETAIL**
Algorithmic Retail, Price Optimization, Dynamic Omnichannel, Shelf Product Recognition

**GOVERNANCE**
Automated Compliance, Consent Management, Enterprise Security

**MANUFACTURING**
Early warning system, EHS Digital Assistant, Digital Twin

**SUSTAINABILITY**
Remote Healthcare, Accessibility, Energy Management

**LIFE SCIENCES**
Digital Clinical Trials, Digital Drug Discovery, Paperless Labs
Leveraging the exponential power of the Ecosystem

COLLABORATIVE RESEARCH
Analytics, AI, ML, Telematics, Blockchain, Augmented Reality, IoT, Cyber Security, Cloud, Digital Platforms

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

- Mette Ahorlu
Research Director, IDC
Boundary-less value creation: Leveraging combinatorial prowess to create value in every aspect of our customers’ business

Investment Philosophy: Investments in building newer capabilities and IP guided by customer need

Full stakeholder play: End to end services and solutions addressing all stakeholders in the enterprise

Outcomes
- Superior business outcomes
- Highly Satisfied Customers
- Enduring relationships

Partnership Ecosystems
Deep Domain Knowledge
Cutting Edge Technological Expertise

Execution Excellence
Client Contextual Knowledge
Agile Delivery and Engagement models.

Our differentiated customer centricity...
Going Deeper, Casting Wider: Business Outcomes

Large Client Metrics

- US$ 20 Mn+
- US$ 50 Mn+
- US$ 100 Mn+

FY13 | FY18
---|---
US$ 20 Mn+: 121 | 207
US$ 50 Mn+: 52 | 97
US$ 100 Mn+: 17 | 38

Rev per US$1 Million Client

- FY13: $16.7
- FY18: $19.8

Growth: 18.5%
Going Deeper, Casting Wider: Financial Outcomes

Revenue per capita ($cc)

- FY13: $41,885
- FY13 - FY18: $74,146

Growth: 77%

Net Income per capita ($)

- FY13: $9,248
- FY13 - FY18: $12,212

Growth: 32%
Cash Flow

Data as of fiscal year ending March 31st

Cash Conversion
OCF to Net Income

FY13: 88.7%
FY18: 109.1%

OCF to Net Income

FY13: 88.7%
FY18: 109.1%

Free Cash Flow
USD Mn

FY13: $1,760
FY18: $4,090

Free Cash Flow/Enterprise Value

FY13: 3.0%
FY18: 5.7%
Strong Capital Allocation

Average Payout FY14-FY18: 64%

<table>
<thead>
<tr>
<th>FY</th>
<th>Free Cash Flow (in $ Mn)</th>
<th>Shareholder Payout (in $ Mn)</th>
<th>Payout %</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY14</td>
<td>$2,030</td>
<td>$1,165</td>
<td>37.1%</td>
</tr>
<tr>
<td>FY15</td>
<td>$2,939</td>
<td>$2,929</td>
<td>91.2%</td>
</tr>
<tr>
<td>FY16</td>
<td>$2,886</td>
<td>$1,540</td>
<td>41.8%</td>
</tr>
<tr>
<td>FY17</td>
<td>$3,824</td>
<td>$1,687</td>
<td>43.1%</td>
</tr>
<tr>
<td>FY18</td>
<td>$4,090</td>
<td></td>
<td>105.7%</td>
</tr>
</tbody>
</table>

Average Payout FY14-FY18: 64%
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 cities across the US, Canada, UK, Europe, and Asia TCS goIT has touched lives of 350,000+ students 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. Impacted over 170 thousand beneficiaries in 2018.
**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

**TCS APPROACH**

- Ramping up Research & Innovation, Co-innovation and collaboration
- Domain-specific IP
- Greater focus on proactive solution selling
- Full stakeholder services
- Leveraging TCS’ contextual knowledge, location-independent Agile and Intellectual Property
- Launch of cloud based platforms and new business models
- Leverage IP portfolio

**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
# Latest Earnings’ Financial Highlights

**IFRS**

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FY18</td>
<td>FY17</td>
<td>YoY</td>
</tr>
<tr>
<td><strong>Revenue - CC</strong></td>
<td>$18,754</td>
<td>$17,576</td>
<td>6.7%</td>
</tr>
<tr>
<td><strong>Revenue - ₹ Bn</strong></td>
<td>1,231</td>
<td>1,180</td>
<td>4.4%</td>
</tr>
<tr>
<td><strong>Revenue - USD</strong></td>
<td>$19,089</td>
<td>$17,576</td>
<td>8.6%</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>$8,035</td>
<td>$7,611</td>
<td>5.6%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>42.1%</td>
<td>43.3%</td>
<td>(121 bps)</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$4,730</td>
<td>$4,518</td>
<td>4.7%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>24.8%</td>
<td>25.7%</td>
<td>(93 bps)</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$4,005</td>
<td>$3,917</td>
<td>2.2%</td>
</tr>
<tr>
<td><strong>Net Margin</strong></td>
<td>21.0%</td>
<td>22.3%</td>
<td>(131 bps)</td>
</tr>
<tr>
<td><strong>EPS in ₹</strong></td>
<td>134.19</td>
<td>133.41</td>
<td>0.6%</td>
</tr>
</tbody>
</table>

**USD Mn**

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3Q19</td>
<td>3Q18</td>
<td>YoY</td>
</tr>
<tr>
<td><strong>Revenue - CC</strong></td>
<td>$5,366</td>
<td>$4,787</td>
<td>12.1%</td>
</tr>
<tr>
<td><strong>Revenue - ₹ Bn</strong></td>
<td>373</td>
<td>309</td>
<td>20.8%</td>
</tr>
<tr>
<td><strong>Revenue - USD</strong></td>
<td>$5,250</td>
<td>$4,787</td>
<td>9.7%</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>$2,194</td>
<td>$2,020</td>
<td>10.4%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>41.8%</td>
<td>42.2%</td>
<td>(40) bps</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$1,345</td>
<td>$1,205</td>
<td>11.6%</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>25.6%</td>
<td>25.2%</td>
<td>40 bps</td>
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<tr>
<td><strong>Net Income</strong></td>
<td>$1,140</td>
<td>$1,012</td>
<td>11.9%</td>
</tr>
<tr>
<td><strong>Net Margin</strong></td>
<td>21.7%</td>
<td>21.1%</td>
<td>60 bps</td>
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<tr>
<td><strong>EPS in ₹</strong></td>
<td>21.60</td>
<td>17.06</td>
<td>26.6%</td>
</tr>
</tbody>
</table>
Thank You