



Investor Presentation

January 2019

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

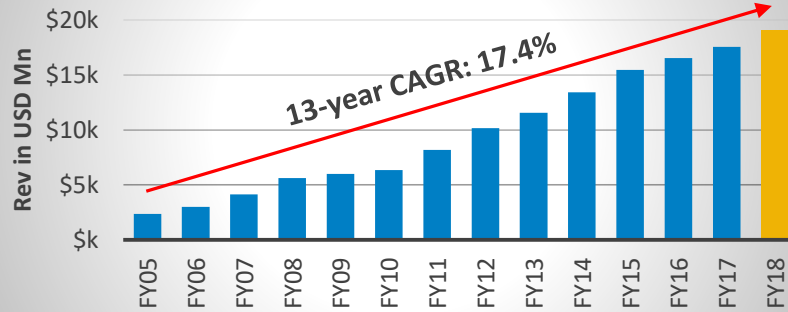


TCS is a global IT services, consulting and business solutions leader partnering with the world's leading businesses in their transformational journeys

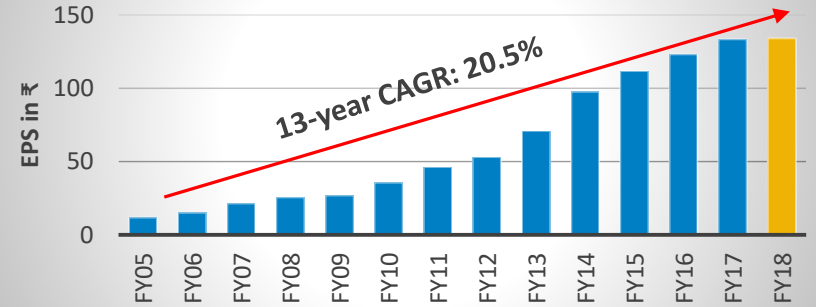


The Journey so far

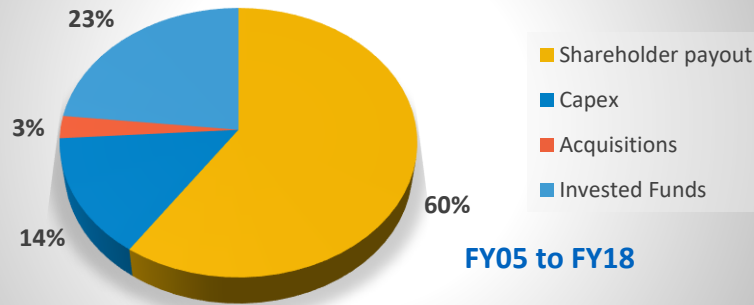
Industry-leading top-line growth...



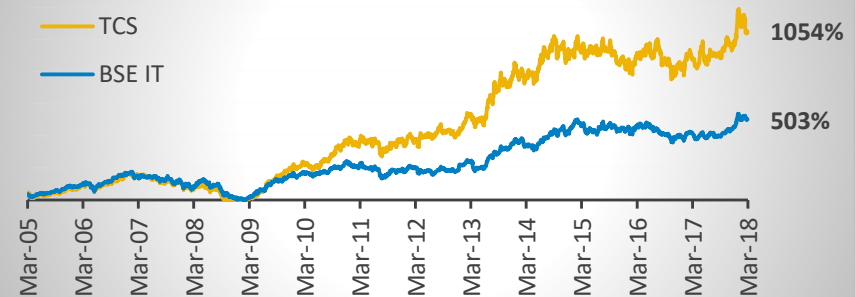
... with superior profitability



Judicious usage of cash...



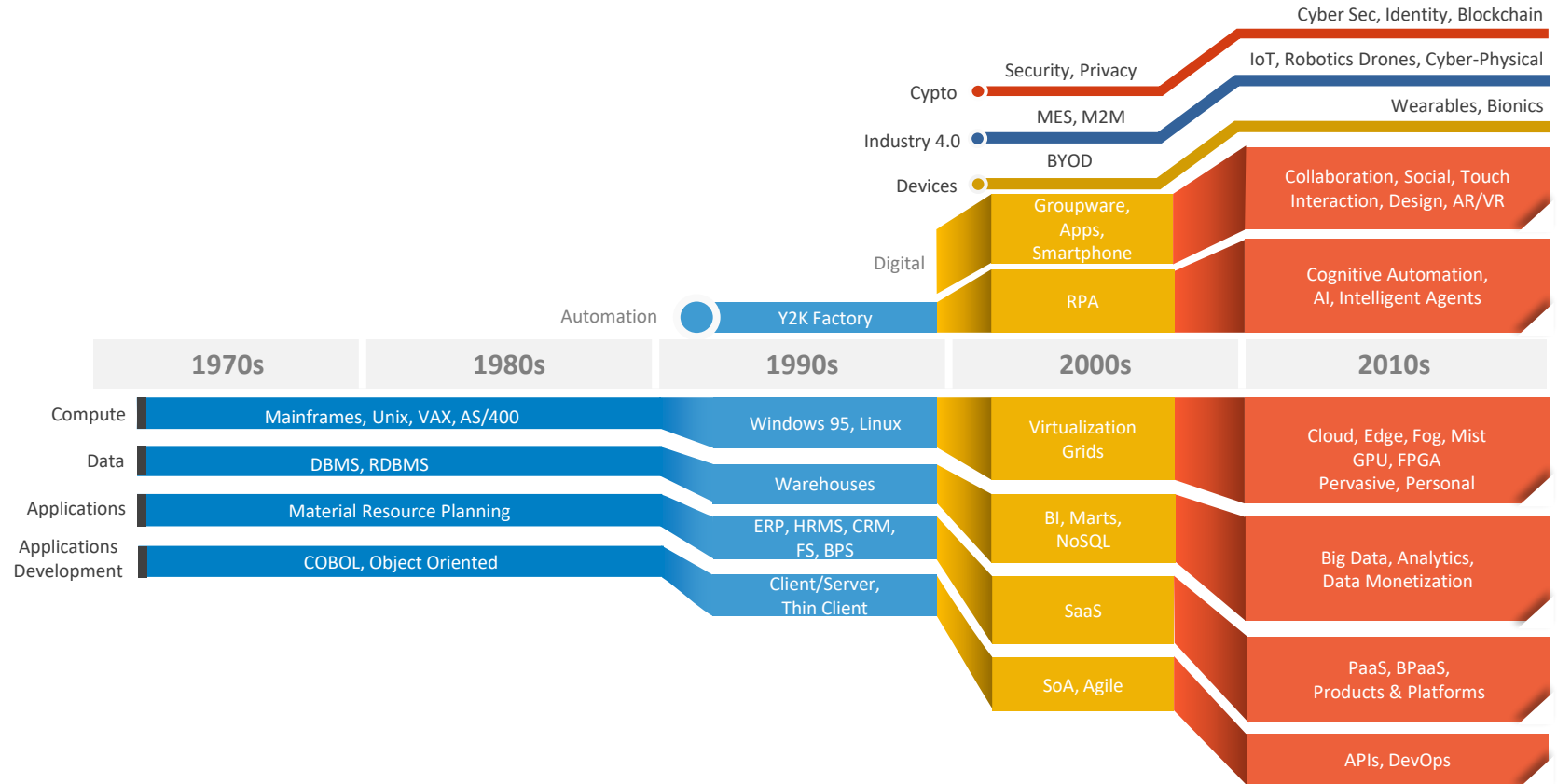
...and higher-than-benchmark share performance





Leading Technology Change

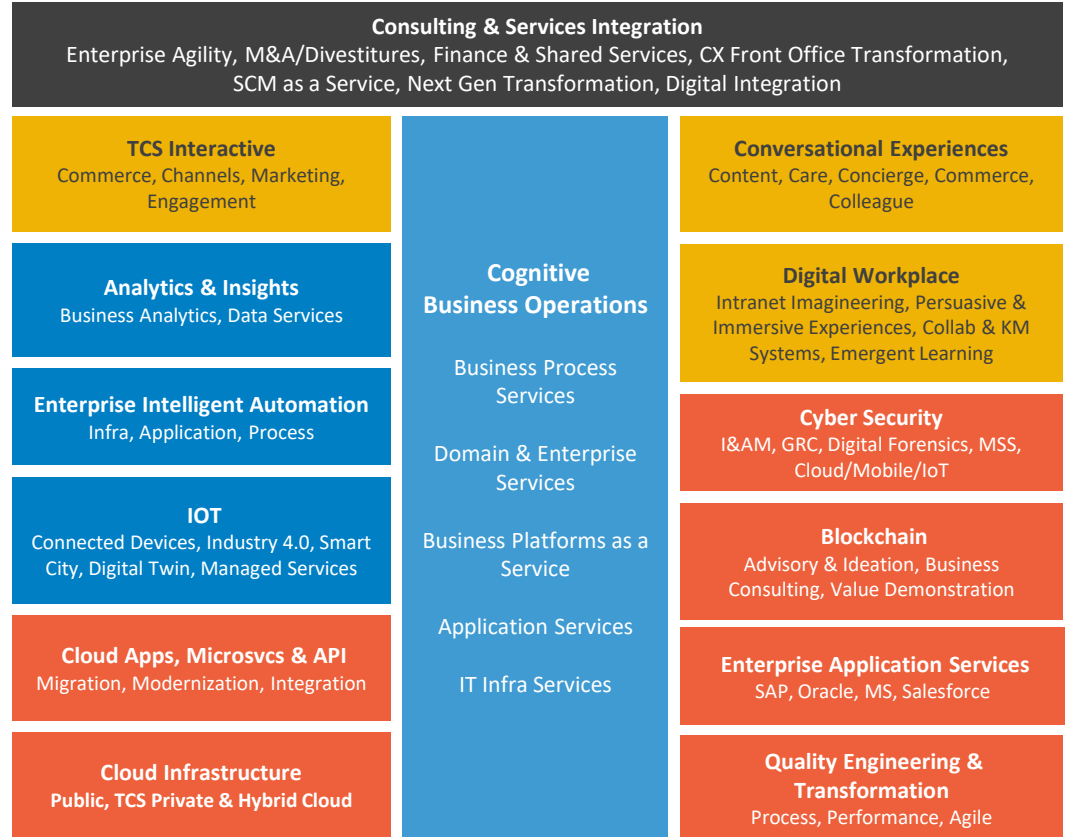
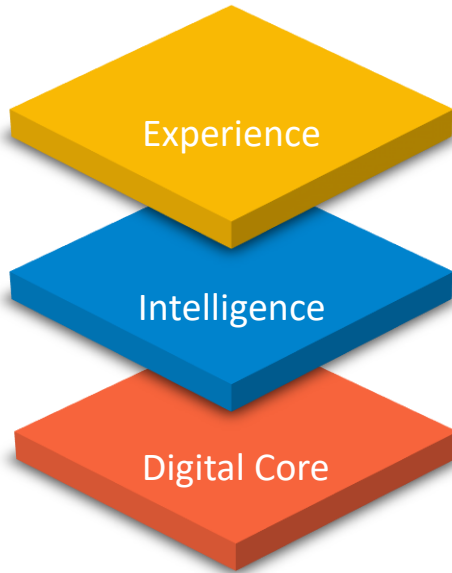
Leading through 50 Years of Enterprise Technology



The new era demands a different mindset ...

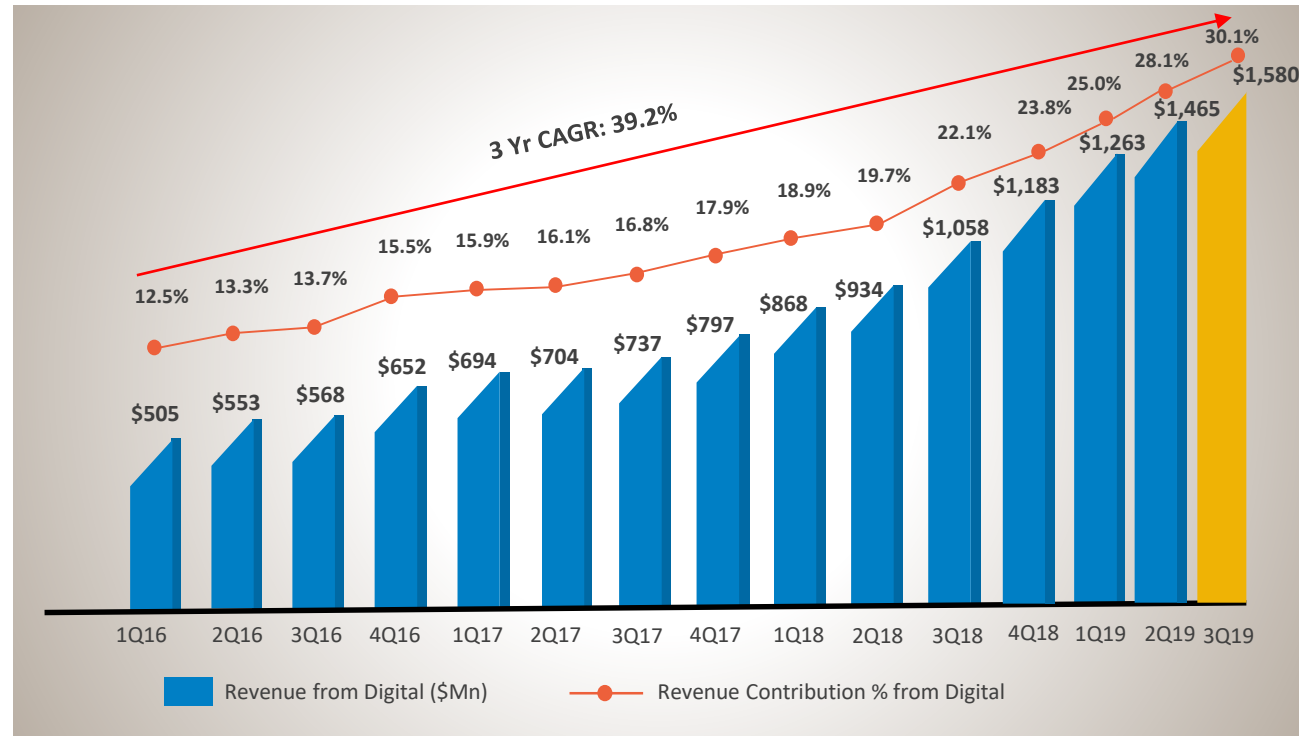


Digital Transformation Offerings



Gaining Leadership in Digital

- 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





Strategic Investments

"There are no legacy people, only legacy technologies"

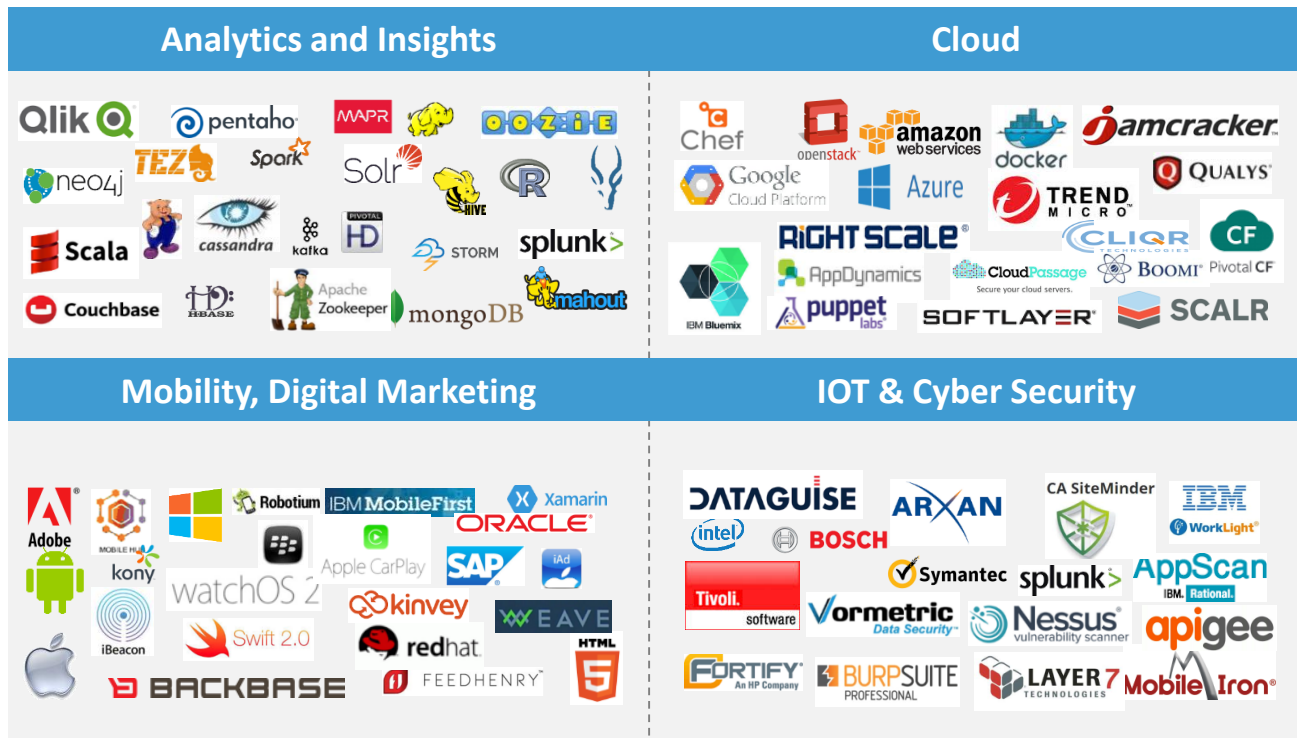
Scalable Reskilling using the Digital Learning Platform

Access: Anytime, Anyplace, Any device

Content: Rich & Expanding Crowd sourced "faculty"

Delivery: Domain-infused, Culture focused, Gamified

Infrastructure: Cloud based, Immersive and Virtual



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

World's largest Agile-ready workforce:



318K+
Agile-trained
employees



8K+
externally certified



400+
Agile development
zones

Market Success:



400+
Clients

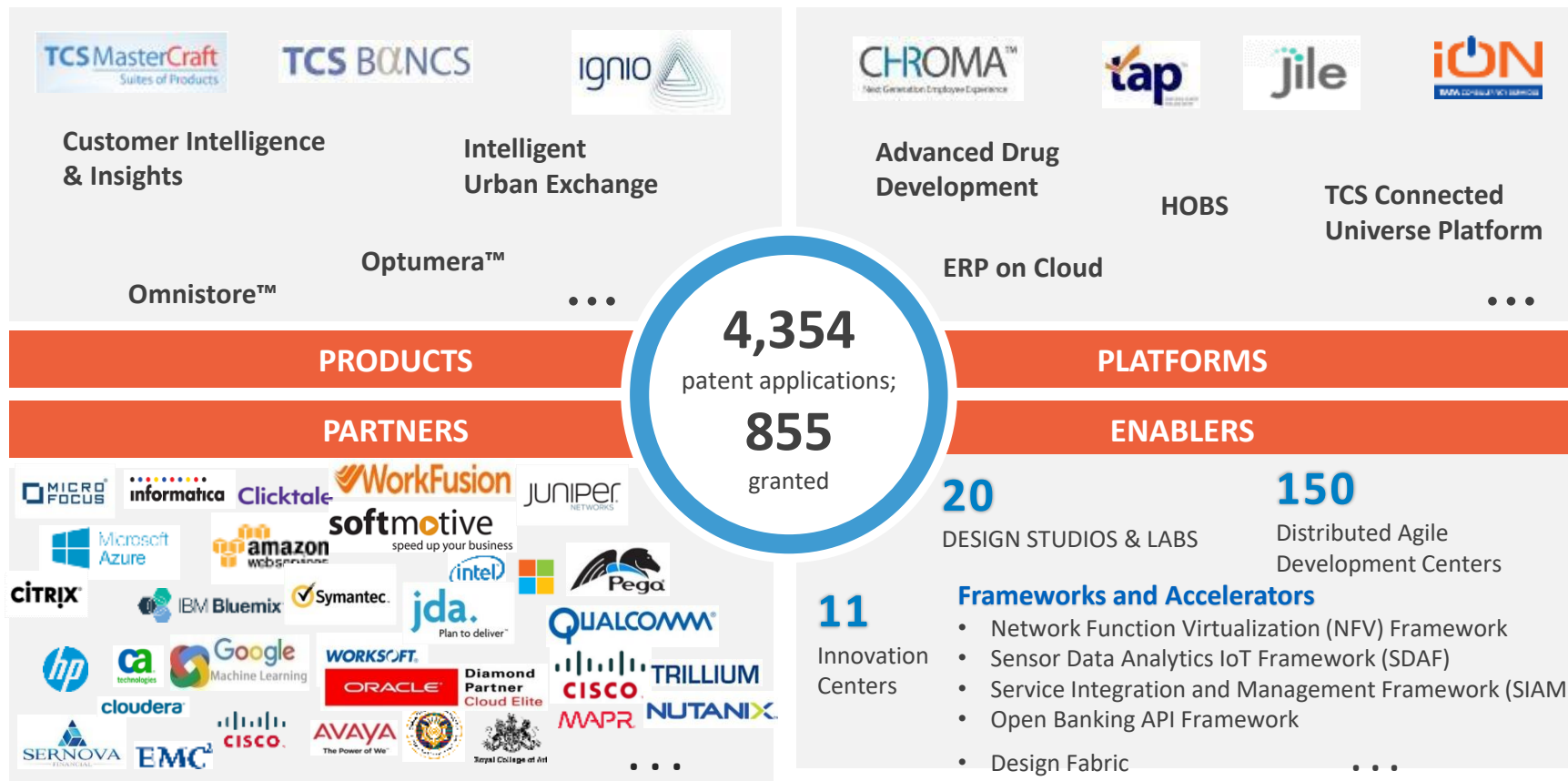


1900+
Agile engagements



80+
Transformational
programs

Investments in Digital - Products, Platforms & Partnerships



Focus Areas for Research & Innovation

Foundational Research

Computing, Physical Systems,
Sciences

INDUSTRY 4.0

Automation, Cognitive computing
Drones

GOVERNANCE

Automated Compliance,
Consent Management,
Enterprise Security

SUSTAINABILITY

Remote Healthcare, Accessibility,
Energy Management



BFSI

Blockchain Data Marketplace, Banking
Analytics, Peer to peer Insurance



RETAIL

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



MANUFACTURING

Early warning system,
EHS Digital Assistant, Digital Twin



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



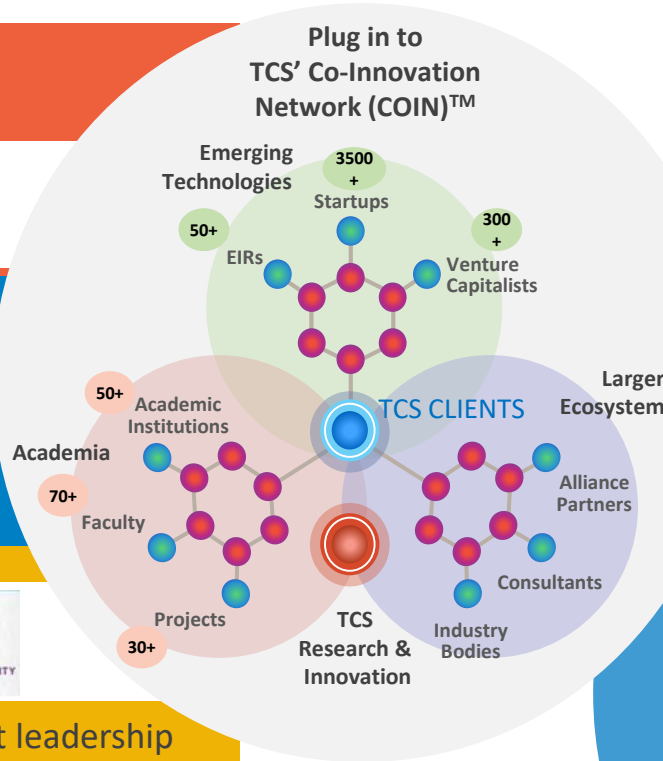
Sharpen your grey cells
Think of an **IDEA** which can
change investment habits



Hackathon Contest for Customer 360°
Calling all analytical minds to crack the code



Experience Innovation and Thought leadership
through our Innovation Forums,
Innovation Days, Ideathons, Hackathons



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

- Mette Ahorlu
Research Director, IDC



Longer Term Growth Strategy

Our differentiated customer centricity ...

Boundary-less value creation:

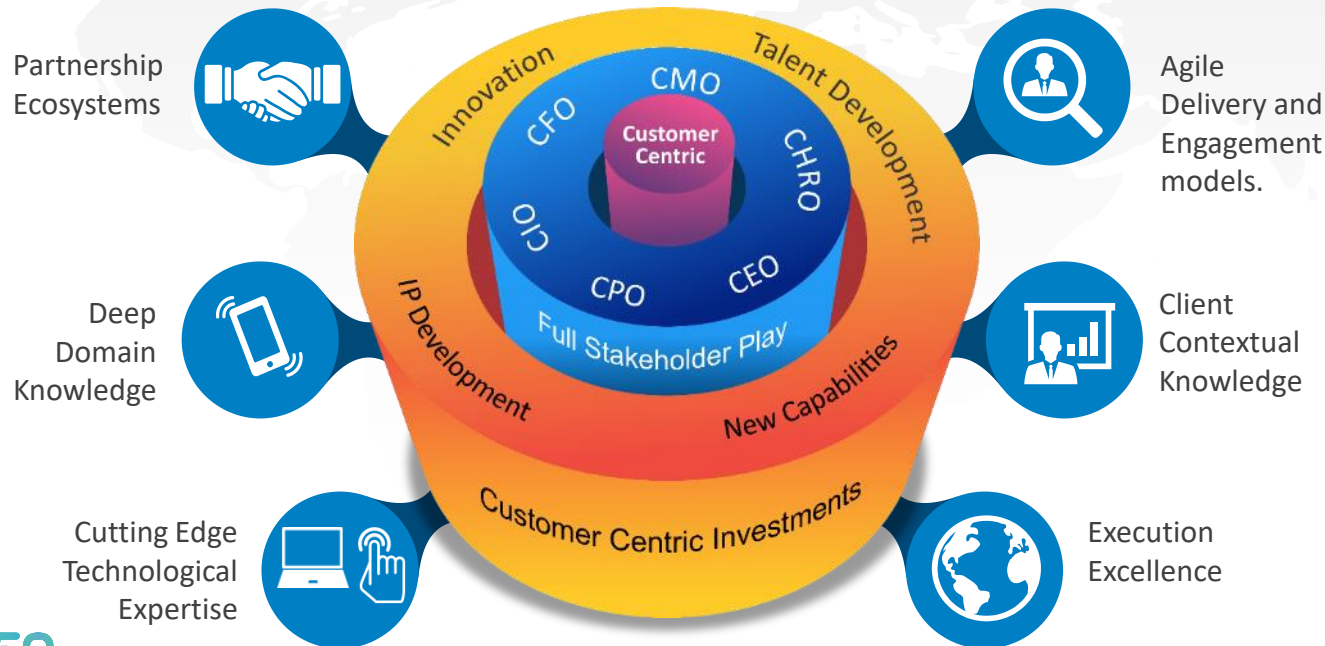
Leveraging combinatorial prowess to create value in every aspect of our customers' business

Investment Philosophy:

Investments in building newer capabilities and IP guided by customer need

Full stakeholder play:

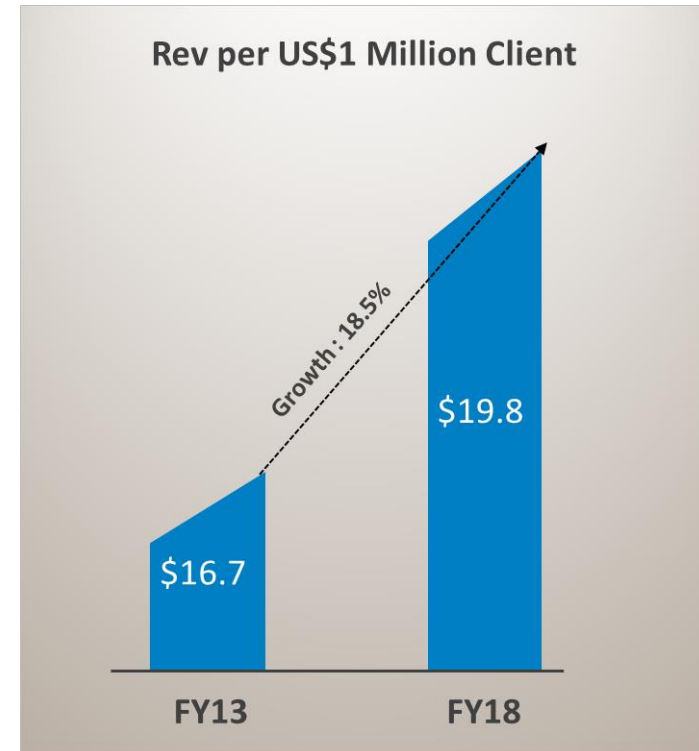
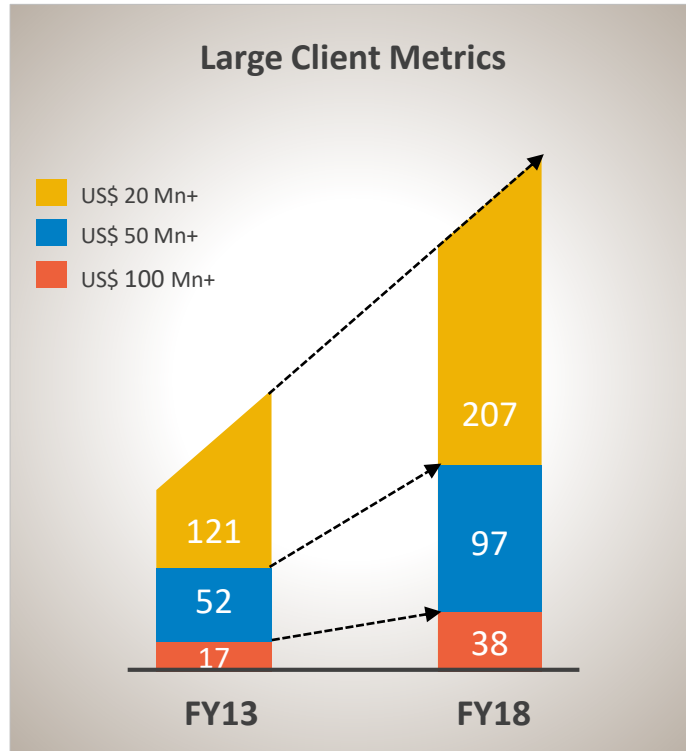
End to end services and solutions addressing all stakeholders in the enterprise



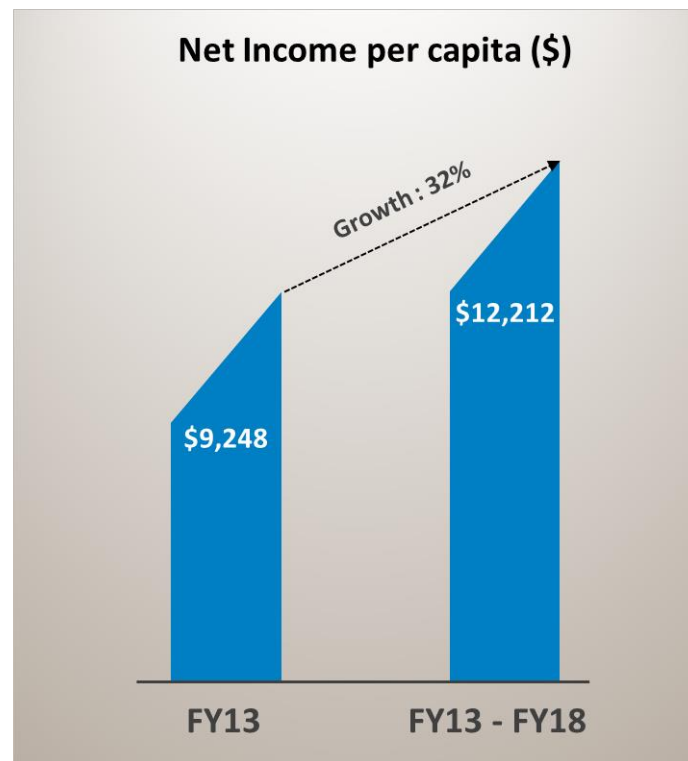
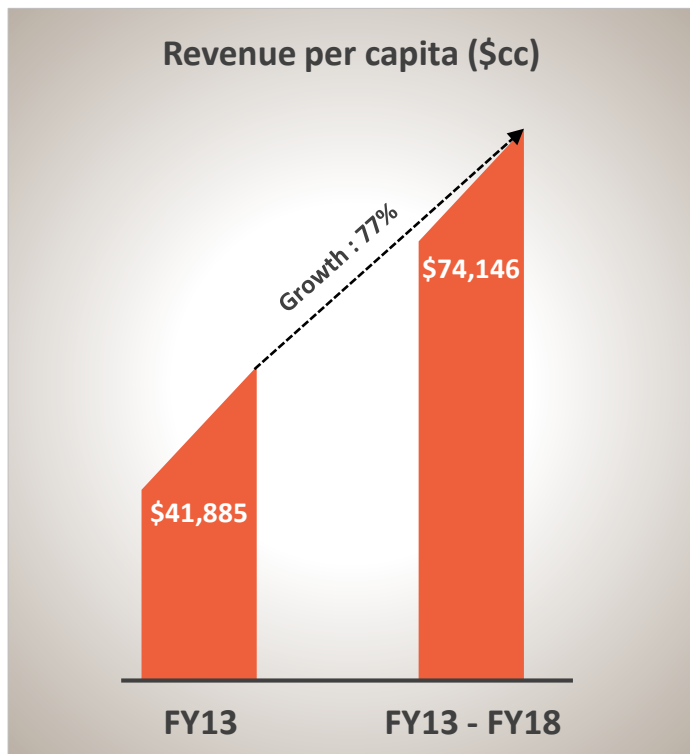
Outcomes

- Superior business outcomes
- Highly Satisfied Customers
- Enduring relationships

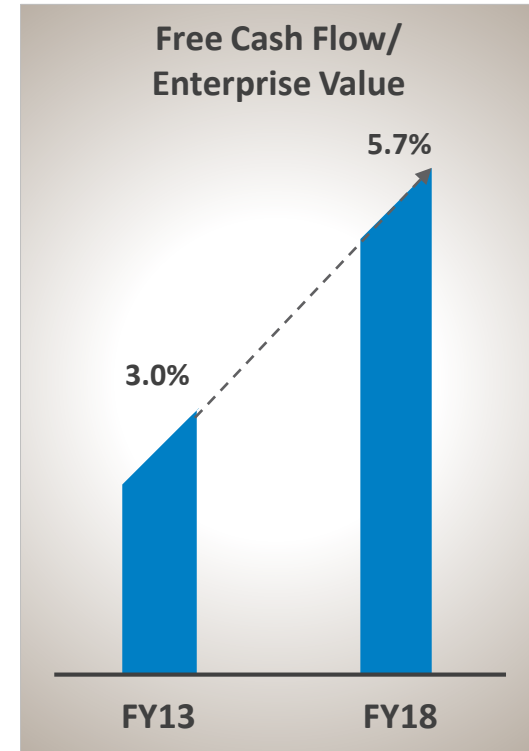
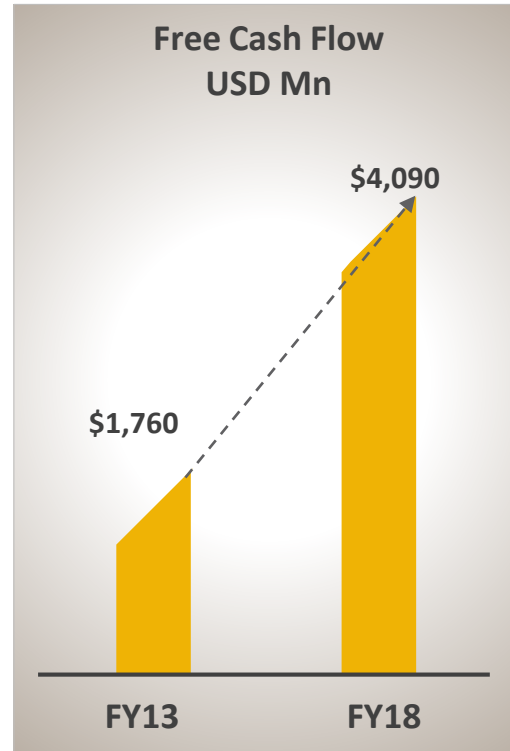
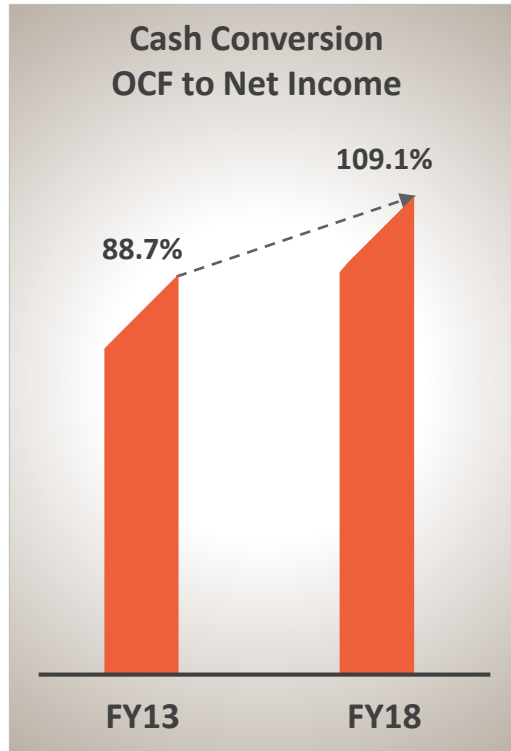
Going Deeper, Casting Wider: Business Outcomes



Going Deeper, Casting Wider: Financial Outcomes



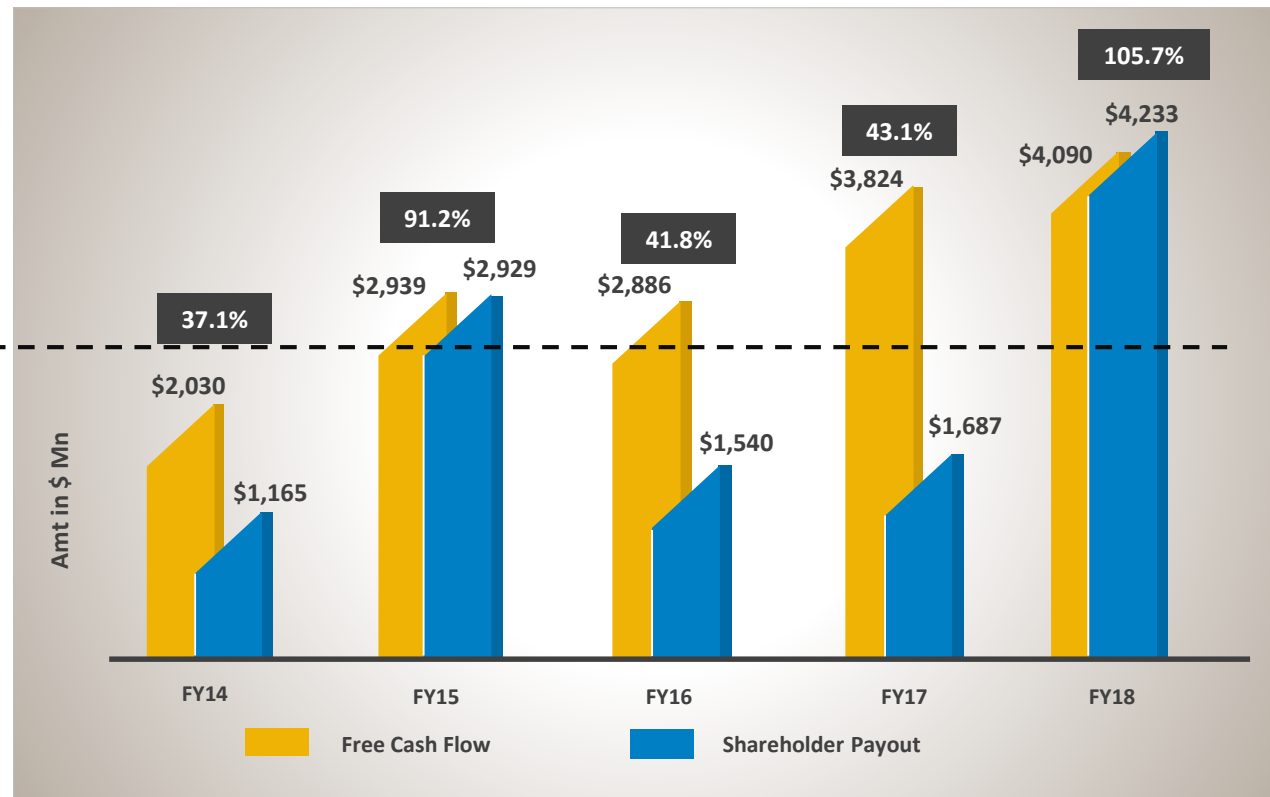
Cash Flow



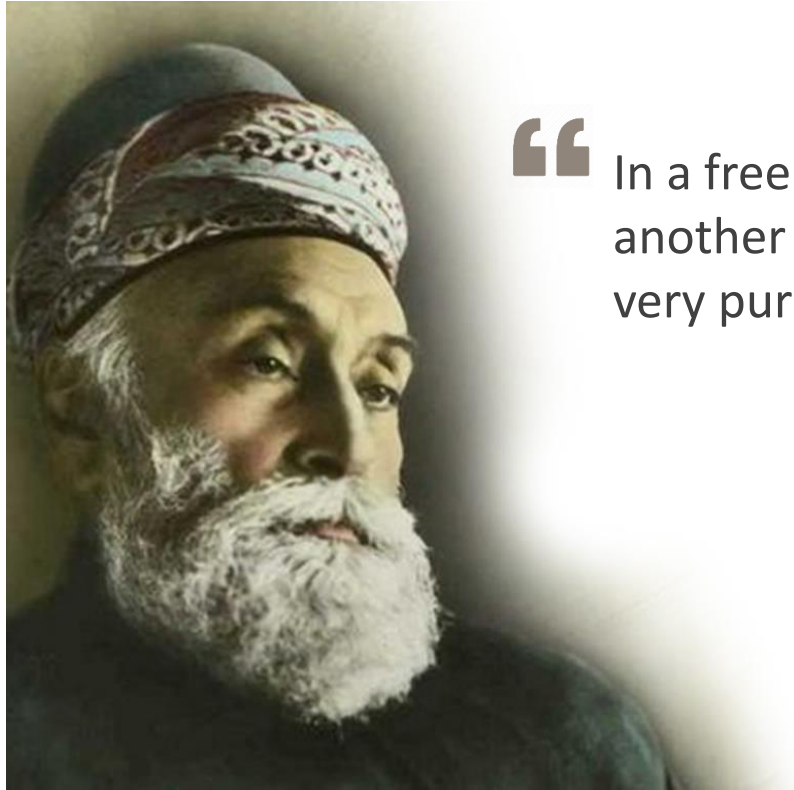
Data as of fiscal year ending March 31st

Strong Capital Allocation

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

IGNITE MY FUTURE

it Employability



LaunchPad

Structural Growth Drivers

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

The background features a large, abstract graphic on the left side composed of overlapping, curved shapes in various shades of blue. On the right side, there is a solid orange vertical bar.

Annexure

Latest Earnings' Financial Highlights

IFRS

USD Mn

	Yearly			Quarterly		
	FY18	FY17	YoY	3Q19	3Q18	YoY
Revenue - CC	\$18,754	\$17,576	6.7%	\$5,366	\$4,787	12.1%
Revenue - ₹ Bn	1,231	1,180	4.4%	373	309	20.8%
Revenue - USD	\$19,089	\$17,576	8.6%	\$5,250	\$4,787	9.7%
Gross Profit	\$8,035	\$7,611	5.6%	\$2,194	\$2,020	10.4%
Gross Margin	42.1%	43.3%	(121 bps)	41.8%	42.2%	(40) bps
Operating Income	\$4,730	\$4,518	4.7%	\$1,345	\$1,205	11.6%
Operating Margin	24.8%	25.7%	(93 bps)	25.6%	25.2%	40 bps
Net Income	\$4,005	\$3,917	2.2%	\$1,140	\$1,012	11.9%
Net Margin	21.0%	22.3%	(131 bps)	21.7%	21.1%	60 bps
EPS in ₹	134.19	133.41	0.6%	21.60	17.06	26.6%



Thank You