Investor Presentation

July 2021
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.
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 21
- 25.9% Operating Margin FY21
- Among the Top 10 Global IT Service Providers
- 509,000+ Employees nationalities
- 183 Solution Centers in 21 countries
- $167 BN Market cap – Jun 30, 2021
- 183,000+ Women employees
- 8.6% Lowest attrition in IT Services in the industry Jun 30, 2021

Revenue breakup by Geo

- 49.7% North America
- 16.3% Continental Europe
- 15.6% Asia Pacific
- 9.6% India
- 6.6% MEA
- 19.1% Latin America

Revenue breakup by Industry

- 31.8% BFSI
- 14.4% Retail & CPG
- 14.4% Manufacturing
- 9.8% Technology & Services
- 9.6% Life Sciences & Healthcare
- 8.7% Communication & Media
- 6.6% Regional Mkts, Others

Tata Consultancy Services
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
- Ranked #1 in Customer Satisfaction in Europe in Whitelane Research’s poll of large enterprises.
- Given the Best of Best award by the Association of Talent Development for L&D Program
- Named Outstanding Company in IT Services in India in Asiamoney’s 2020 Investor Poll
The Journey So Far

Industry-leading topline growth ...

- 16-year CAGR: 13.3%

... with superior profitability

- 16-year CAGR: 18.5%

Judicious usage of cash ...

- Shareholder payout
- Invested Funds
- Capex
- Acquisitions

... and higher-than-benchmark share performance

- TCS
- BSE IT

- 2473%
- 1222%
Leading Technology Change
Pandemic-Induced Acceleration of Core Transformation

Need for Operations Resilience + Shift to Digital Channels = Accelerated Shift to the Cloud

All Time High Deal Wins in FY 2021

$31.6 Bn | 17.1%
TCV of Order Book | Growth YoY

Mix of Growth & Transformation Deals as well as Large Outsourcing Deals
Customers Embarking on Multi-Horizon Transformation Journeys

**BUILD DIGITAL CORE**
- Application, Data & Infrastructure Modernization
- Business and IT Operations Transformation

**INNOVATE BUSINESS MODELS**
- New Systems of Engagement
- New Systems of Differentiation

**PURPOSE LED ECOSYSTEM INNOVATION**
- Collaboration with Adjacent Enterprises
- Create New Offerings that Address the Customer’s Purpose
Lead in the New Normal with Business 4.0™

PURPOSE-DRIVEN.  RESILIENT.  ADAPTABLE.

EMBRACE RISK  MASS PERSONALIZE

CLOUD  INTELLIGENT  CREATE EXPONENTIAL VALUE

LEVERAGE ECOSYSTEMS

AUTOMATED  AGILE

PURPOSE-DRIVEN  RESILIENT  ADAPTABLE

Business 4.0™
Strategic Investments
Creating a diverse, inclusive and vibrant workplace

Industry Leading Talent Retention

Annual Attrition: TCS vs Peers

<table>
<thead>
<tr>
<th>Year</th>
<th>TCS</th>
<th>Peers Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>14.8%</td>
<td>10.5%</td>
</tr>
<tr>
<td>FY18</td>
<td>16.7%</td>
<td>11.0%</td>
</tr>
<tr>
<td>FY19</td>
<td>17.7%</td>
<td>11.3%</td>
</tr>
<tr>
<td>FY20</td>
<td>17.1%</td>
<td>12.1%</td>
</tr>
<tr>
<td>FY21</td>
<td>14.4%</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

Industry-First Innovations

TCS NQT
Best Talent from across India

Vision 25x25
Defining the Future of Work

Talent Clouds
Reimagining Service Delivery

Talent Development

138k
Elevate – Merit based skill development

16k
Contextual Masters
Doubling Down on Organic Talent Development

Skilling at Scale

Access
Anytime, Anyplace, Any device

Content
Rich & Expanding

Delivery
Domain-infused, Culture focused, Gamified

Infrastructure
Cloud based, Immersive and Virtual

43 Mn Learning Hours
478K Trained in Agile
407K Trained in New Technologies
Enterprise agility for unmatched speed-to-market

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

**TCS Location Independent Agile™**
**#TCSLivingAgile Technique**
**Born Agile™**
**AgilityDebt™**
**Service Delivery Maturity Framework**

**Open Agile Collaborative Workspaces**

- 12,000+ Active agile engagements
- 478,000+ Agile-trained employees
- 1,000+ Agile delivery centers

- 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 the Agile Manifesto
Our Investments: Research, Innovation and Ecosystem

- **6,000+ Researchers, inventors and innovators**
- **67 Academic Partners**
- **240+ Publications**
- **30+ Innovation Labs**
- **5 Pace Ports**
- **2,400 Start-up partners**
- **$259 million Investment**

TCS Patent Wall

28 Institutional awards & professional recognitions

- Best Patent Portfolio – Large Enterprise (ICT Services)
- Enterprise Trophy by World IP Organization
- National IP Award
- Asia IP Elite
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**

Pace Port locations:
New York | Amsterdam | Tokyo | Pittsburgh | Toronto
TCS Products and Platforms

FRAMEWORKS:
- The Connected Universe Platform
- DatOm
- TCS Decision Fabric
Our New Brand Identity

**Brand Statement**
Building on belief

**Purpose**
Building greater futures through innovation and collective knowledge.

**Positioning**
We are the Purpose-led Transformation Company

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**Our Narrative**

Every business is born out of belief. The belief you can make an impact. That you have an idea that matters. At TCS, we go beyond helping businesses transform through technology. We help them make a meaningful difference. Translating their aspiration into reality. Building on their ambition and optimism to transform their business for the better. So their contribution is felt by their customers and communities they serve. At TCS we instill hope into business and trust into enterprise.

**TCS, Building on belief.**
Longer Term Growth Strategy
Customer-centric Strategy: Going Deeper, Casting Wider

- AR/VR
- Cloud
- Data & Analytics
- RPA
- Blockchain
- AI
- Talent Development
- Partnership Ecosystems
- Industry Depth
- Accountability
- Research & Innovation
- APIs & Microservices
- Contextual Knowledge
- Relationship Focus
- Intellectual Property
- Data & Analytics
- Full Stakeholder Coverage
- Location Independent Agile
- MFDM™
- Execution Excellence
- Agile
- Partnership Ecosystems
- Leadership
- Contextual Knowledge
- Execution Excellence
- MFDM™
- Superior Business Outcomes
- Highly Satisfied Customers
- Enduring Relationships
Going Deeper, Casting Wider: Business Outcomes

**Large Client Metrics**

<table>
<thead>
<tr>
<th></th>
<th>US$ 20 Mn+</th>
<th>US$ 50 Mn+</th>
<th>US$ 100 Mn+</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>190</td>
<td>84</td>
<td>35</td>
</tr>
<tr>
<td>FY21</td>
<td>228</td>
<td>101</td>
<td>48</td>
</tr>
</tbody>
</table>

**Rev per US$1 Million Client**

<table>
<thead>
<tr>
<th></th>
<th>FY17</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth: 3.3%</td>
<td>19.6</td>
<td>20.2</td>
</tr>
</tbody>
</table>

|$ Mn$
Strong Organic Growth, with Market Share Gains

Revenue in US$ Mn

FY 2009: 3.7x
FY 2021: 1.4x

Global Market for IT & ITeS

Growth Multiples of closest global and India-based peers much more active in M&A

FY 2009: 1.5x
FY 2021: 1.9x
FY 2021: 2.9x
Consistent Profitable Growth for Long Term Value Creation

Resilient, Industry-Leading Profitability

EBIT Margin: TCS vs Peers

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<td>FY21</td>
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</tr>
</tbody>
</table>

Robust Cash Flow

Cash Conversion OCF to Net Income

<table>
<thead>
<tr>
<th>Year</th>
<th>FY17</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>105.1%</td>
<td>126.7%</td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Free Cash Flow USD Mn

<table>
<thead>
<tr>
<th>Year</th>
<th>FY17</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>$3,824</td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td>$5,131</td>
</tr>
</tbody>
</table>
# Shareholder-friendly Capital Allocation

## Average Payout

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Cash Flow</th>
<th>Shareholder Payout</th>
</tr>
</thead>
<tbody>
<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>
<tr>
<td>FY21</td>
<td>$5,131</td>
<td>$4,604</td>
</tr>
</tbody>
</table>

**Average Payout FY17 - FY21:** 89%

<table>
<thead>
<tr>
<th>Year</th>
<th>Shareholder Payout</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY17</td>
<td>43%</td>
</tr>
<tr>
<td>FY18</td>
<td>106%</td>
</tr>
<tr>
<td>FY19</td>
<td>91%</td>
</tr>
<tr>
<td>FY20</td>
<td>98%</td>
</tr>
<tr>
<td>FY21</td>
<td>102%</td>
</tr>
</tbody>
</table>

## Notes

- Shareholder-friendly Capital Allocation
- Amt in $ Mn
- FY17 - FY21: 89% average payout

![Chart showing Shareholder-friendly Capital Allocation]

- Free Cash Flow
- Shareholder Payout
Our ethos

“In a free enterprise, the community is not just another stakeholder in business, but is in fact the very purpose of its existence.”

-JN 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.
Caring for the Community

Volunteering

- **787,000** Hours
- **69,000** Volunteers

Overall Impact

- **1.8 Mn** Beneficiaries

Youth Employment Program

- **15,262** rural youth across 25 Indian states

BridgeIT

- **437** entrepreneurs, 200,000 beneficiaries in 10 states

goIT

- **54,173** students across 33 countries

Ignite My Future in School

- **608,310** students across 353 U.S. school districts

Contribution to India’s COVID19 Relief Efforts

- **₹273 Cr**

- PPE kits to frontline workers, medical supplies and respiratory systems for treatment
- Contactless patient care support to Cancer Institute, Chennai
- **TCS iON CoronaWarriors** online learning program for paramedical and healthcare workers on COVID-19 prevention and control
- Food supplied to vulnerable sections; partnered IHCL for meals for 250,000 doctors and healthcare workers

2020 Economic Times Corporate Citizen of the Year

- Recognized as America’s #1 Community-minded Tech company by Points of Light

Winner of Asia Corporate Excellence & Sustainability Awards (ACES) 2020
## 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>▪ Launch of cloud based platforms and new business models</td>
<td></td>
</tr>
<tr>
<td>▪ More and more industries are leveraging technology to differentiate themselves</td>
<td>▪ Launch of Secure Borderless Workspaces™ and MFDM</td>
<td></td>
</tr>
<tr>
<td>▪ Customers want solutions to business problems and not just technology skills</td>
<td>▪ Promote operating model transformation using AI</td>
<td></td>
</tr>
<tr>
<td>▪ Industry-defining mega deals</td>
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</tr>
<tr>
<td>▪ More fulfilling work, better retention</td>
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<td></td>
</tr>
<tr>
<td>▪ Expansion of addressable market</td>
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<td></td>
</tr>
<tr>
<td>▪ Higher profile, strategically more important engagements</td>
<td>▪ Higher profile, strategically more important engagements</td>
<td></td>
</tr>
<tr>
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<td></td>
</tr>
<tr>
<td>▪ Full stakeholder services and solutions</td>
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<td></td>
</tr>
<tr>
<td>▪ Leverage TCS’ contextual knowledge, Location Independent Agile, Machine First Delivery Model and Intellectual Property</td>
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<td></td>
</tr>
<tr>
<td>▪ Transformational partners selected based on solution quality and time to market</td>
<td>▪ Greater platformization of business</td>
<td></td>
</tr>
<tr>
<td>▪ Non CIO buyers emerging in enterprises</td>
<td>▪ Greater platformization of business</td>
<td></td>
</tr>
<tr>
<td>▪ Greater focus on resilience and adaptability</td>
<td>▪ Pandemic disruption highlights need for operational resilience and enterprise adaptability</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>
Annexure
## Financial Highlights

### IFRS

<table>
<thead>
<tr>
<th></th>
<th>Yearly</th>
<th>Quarterly</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue growth – Constant Currency</strong></td>
<td>FY21* (0.8)%</td>
<td>1Q22 16.4%</td>
</tr>
<tr>
<td><strong>Revenue - INR Mn</strong></td>
<td>1,641,770</td>
<td>454,110</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>$22,174</td>
<td>$6,154</td>
</tr>
<tr>
<td><strong>Gross Profit</strong></td>
<td>$9,056</td>
<td>$2,484</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>40.8%</td>
<td>40.4%</td>
</tr>
<tr>
<td><strong>Operating Income</strong></td>
<td>$5,741</td>
<td>$1,570</td>
</tr>
<tr>
<td><strong>Operating Margin</strong></td>
<td>25.9% (33 bps)</td>
<td>25.5% 95 bps</td>
</tr>
<tr>
<td><strong>Net Income</strong></td>
<td>$4,513</td>
<td>$1,221</td>
</tr>
<tr>
<td><strong>Net Margin</strong></td>
<td>20.4% (26 bps)</td>
<td>19.8% 155 bps</td>
</tr>
</tbody>
</table>

*For FY 21, numbers are excluding provision towards legal claim
Thank You