



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



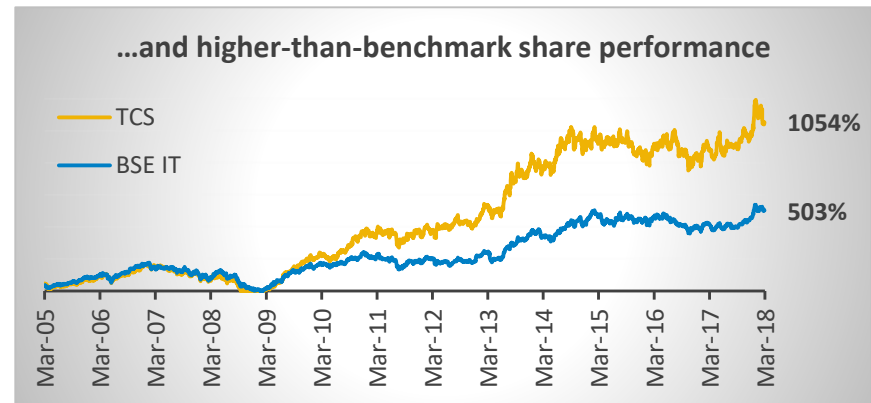
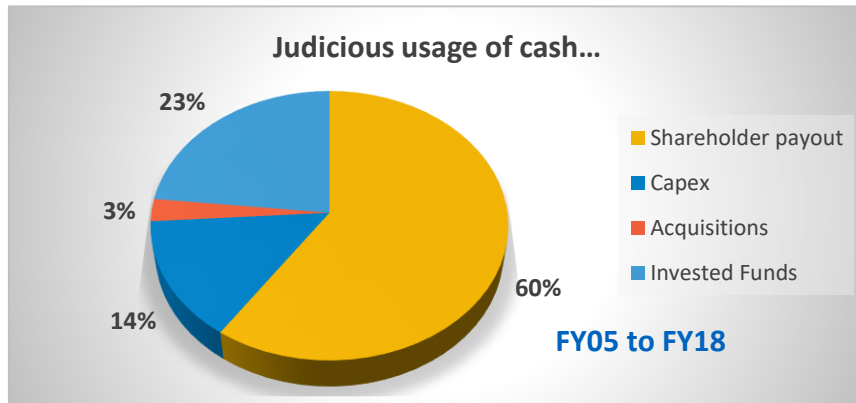
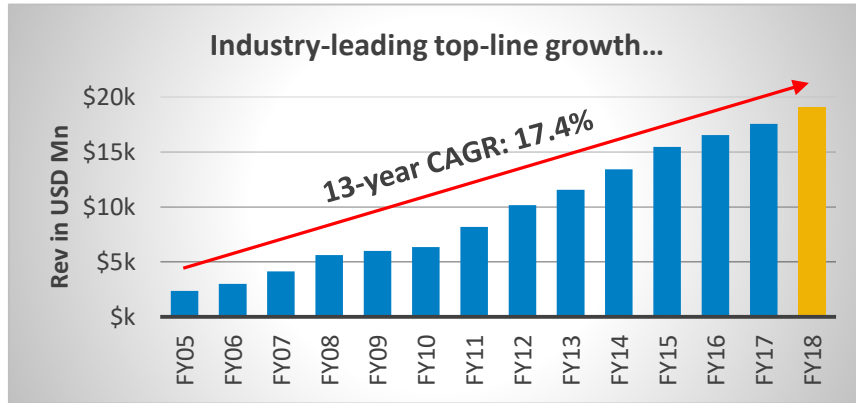
11.2%
Lowest Attrition rate (IT Services)
in the industry



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

People Caring	Customer Centric	Innovative	Responsible
<p>Forbes 2017 GLOBAL 2000 TOP 2000 COMPANIES</p>	<p>top GLOBAL EMPLOYER 2018</p>	<p>FORTUNE CHANGE THE WORLD</p>	<p>Dow Jones Sustainability Indices In Collaboration with RobecoSAM</p>
<p>2017 STEVIE GOLD WINNER FOR GREAT EMPLOYERS</p>	<p>LEARNING ELITE The best companies in learning + development</p>	<p>Brand Finance Fastest Growing Brand IT Services 2018</p>	<p>CDP DRIVING SUSTAINABLE ECONOMIES</p>
<p>WELL 2018 CELEBRATING WOMEN IN LEADERSHIP</p>	<p>AWARDED FOR UK Superbrands 2018 QUALITY - RELIABILITY - DISTINCTIVENESS</p>	<p>ecovadis 2018 GOLD CSR Rating</p>	<p>25 MOST COMMUNITY-MINDED COMPANY WINNER</p>

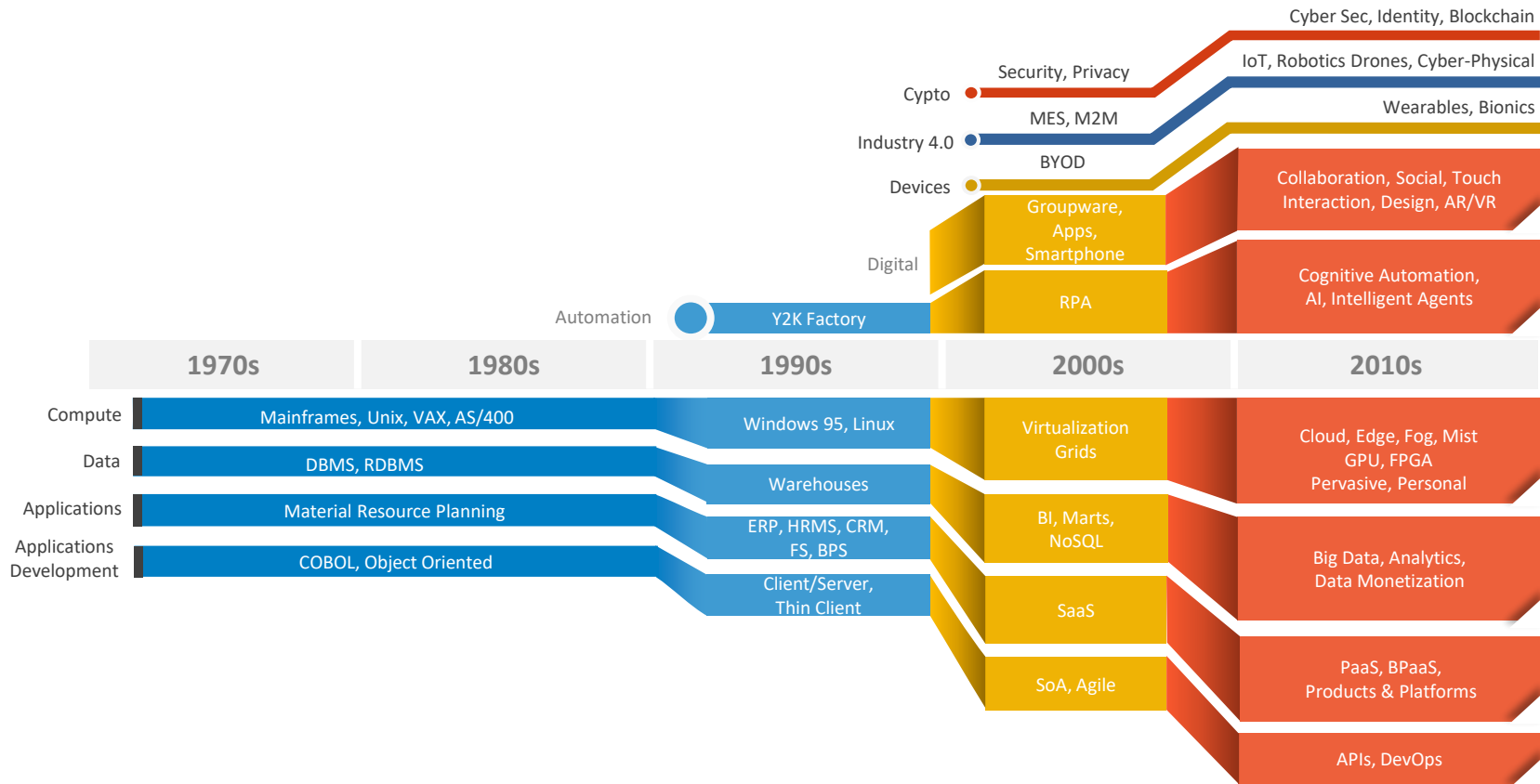
The Journey so far





Leading Technology
Change

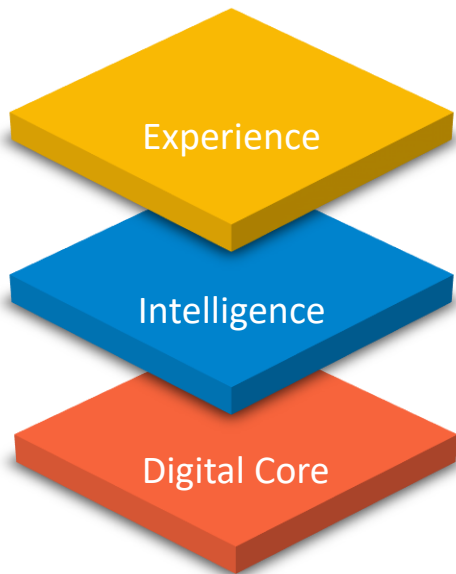
Leading through 50 Years of Enterprise Technology



The new era demands a different mindset ...



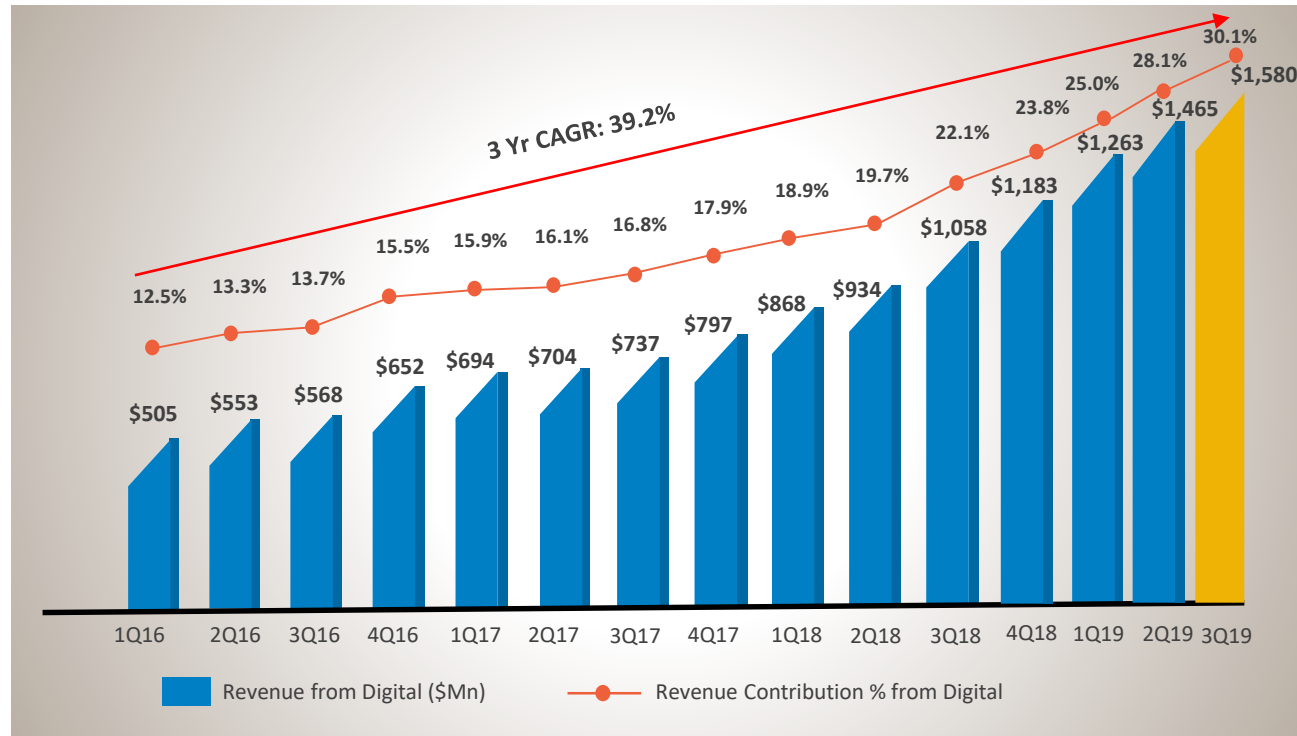
Digital Transformation Offerings



Consulting & Services Integration		
Enterprise Agility, M&A/Divestitures, Finance & Shared Services, CX Front Office Transformation, SCM as a Service, Next Gen Transformation, Digital Integration		
TCS Interactive Commerce, Channels, Marketing, Engagement	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
Analytics & Insights Business Analytics, Data Services		Digital Workplace Intranet Imagineering, Persuasive & Immersive Experiences, Collab & KM Systems, Emergent Learning
Enterprise Intelligent Automation Infra, Application, Process		Cyber Security I&AM, GRC, Digital Forensics, MSS, Cloud/Mobile/IoT
IOT Connected Devices, Industry 4.0, Smart City, Digital Twin, Managed Services		Blockchain Advisory & Ideation, Business Consulting, Value Demonstration
Cloud Apps, Microsvcs & API Migration, Modernization, Integration		Enterprise Application Services SAP, Oracle, MS, Salesforce
Cloud Infrastructure Public, TCS Private & Hybrid Cloud		Quality Engineering & Transformation Process, Performance, Agile

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

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

TCS cracks \$2.25 Bn deal. Nielsen extends outsourcing contract for 5 years

ET NOW

THE TIMES OF INDIA

TCS wins \$6 Billion in contracts under a month

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

business today

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

INDIA TODAY

TCS unit inks 15-year pact with Scottish Widows





Strategic Investments

“There are no legacy people, only legacy technologies”



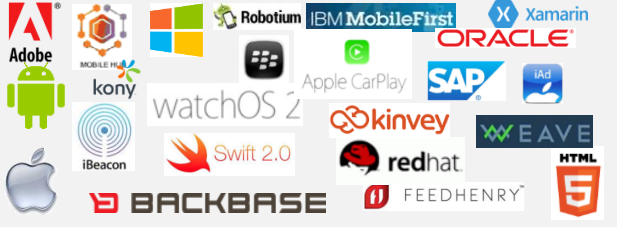

Scalable Reskilling using the Digital Learning Platform

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
	

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

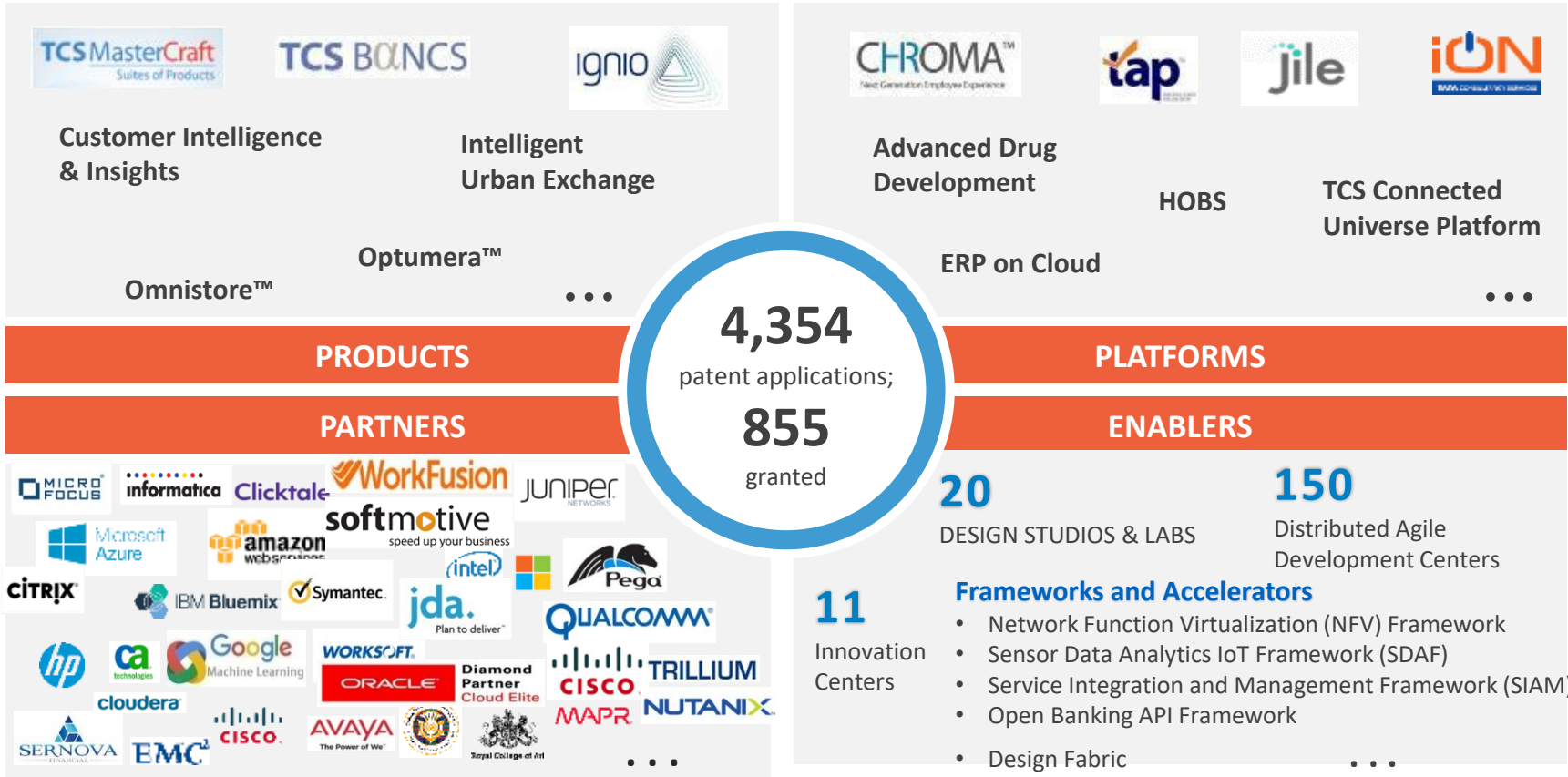


1900+
Agile engagements

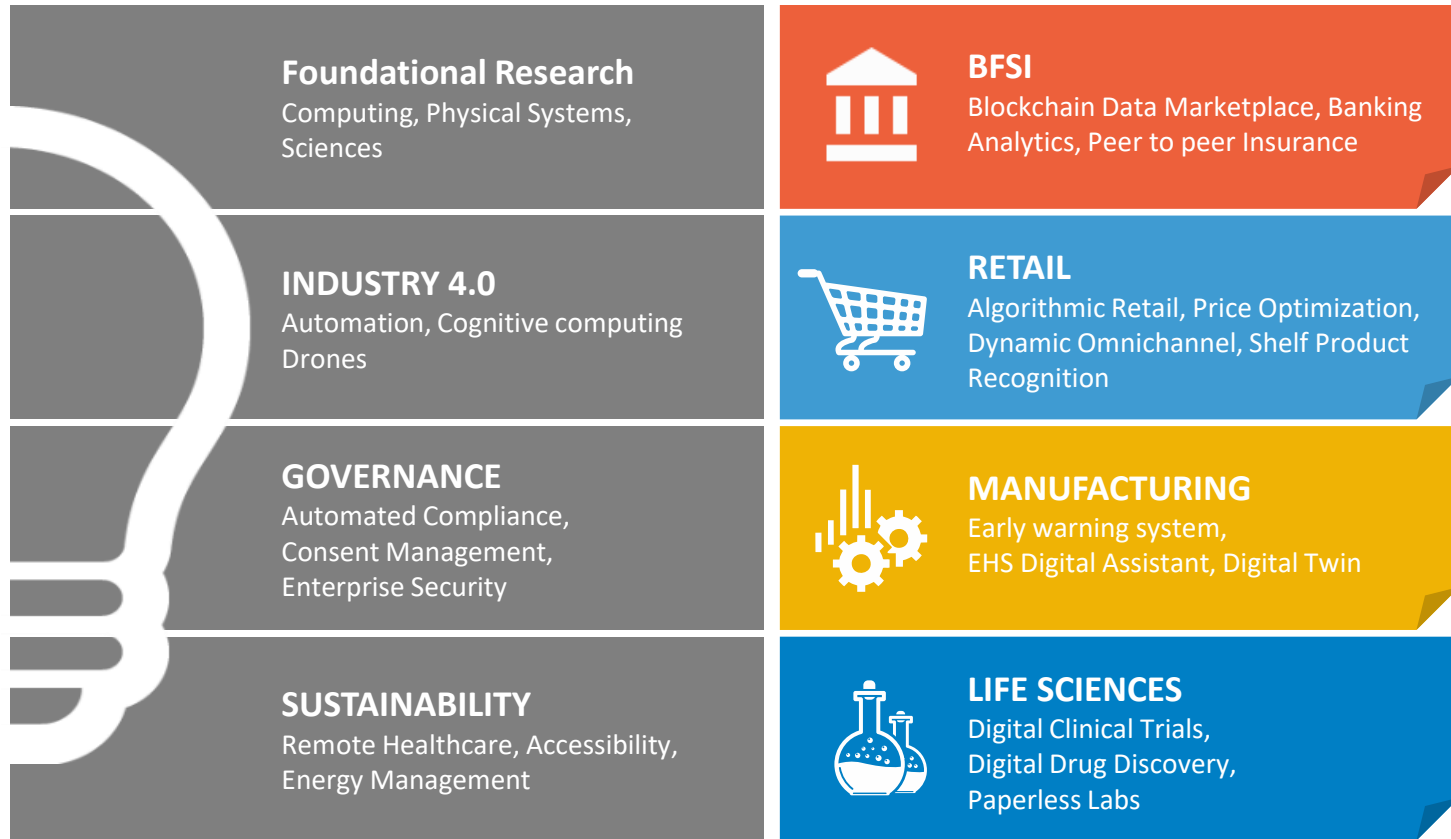


80+
Transformational
programs

Investments in Digital - Products, Platforms & Partnerships



Focus Areas for Research & Innovation



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

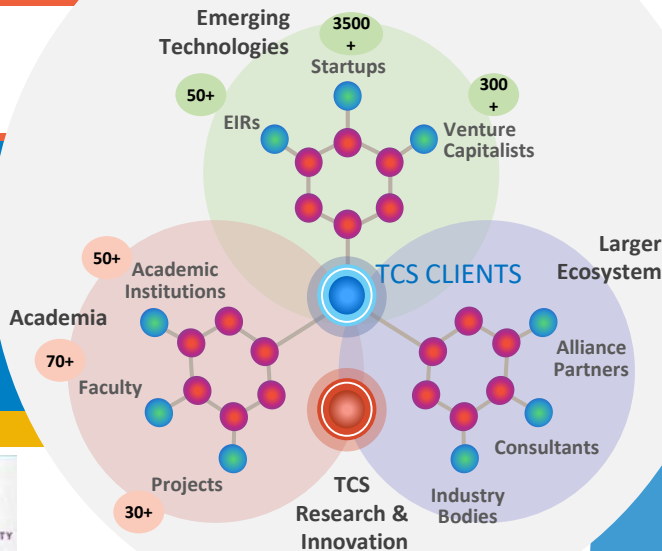


Hackathon Contest for Customer 360°
Calling all analytical minds to crack the code



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

Plug in to 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

An abstract graphic on the left side of the slide, featuring overlapping, semi-transparent blue and orange shapes that form a stylized, flowing pattern. The background is a solid blue color.

Longer Term Growth
Strategy

Our differentiated customer centricity ...

Boundary-less value creation:

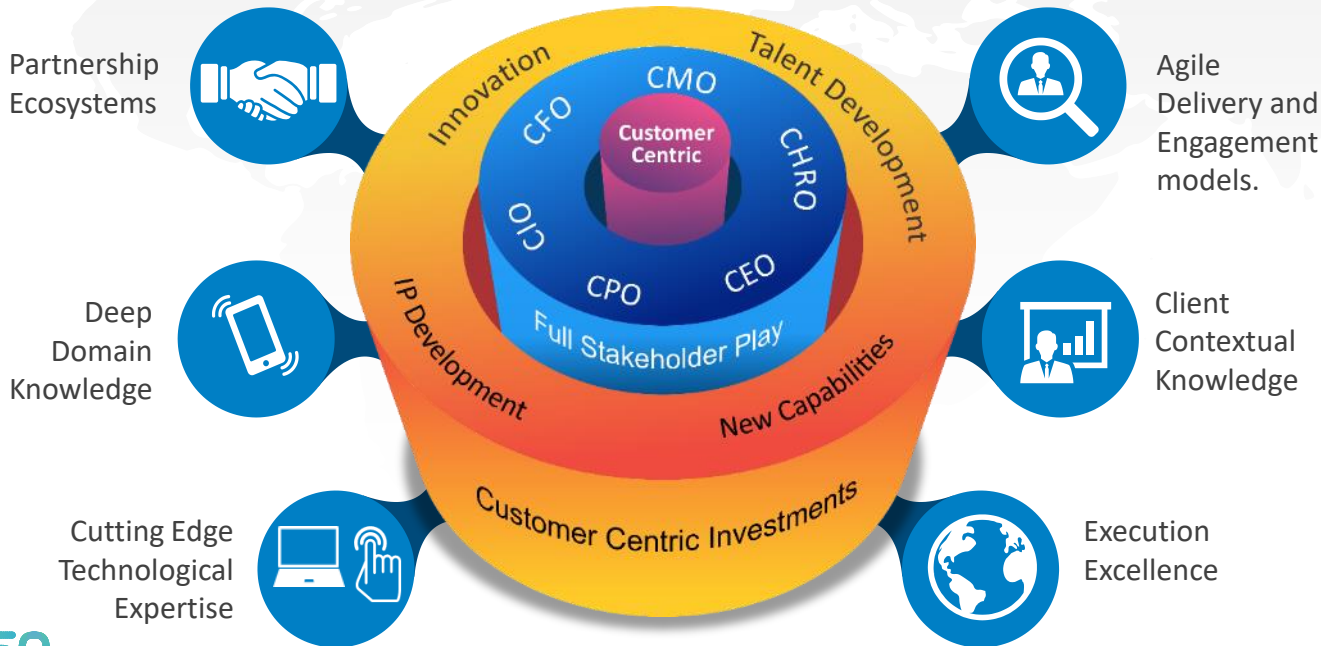
Leveraging combinatorial prowess to create value in every aspect of our customers' business

Investment Philosophy:

Investments in building newer capabilities and IP guided by customer need

Full stakeholder play:

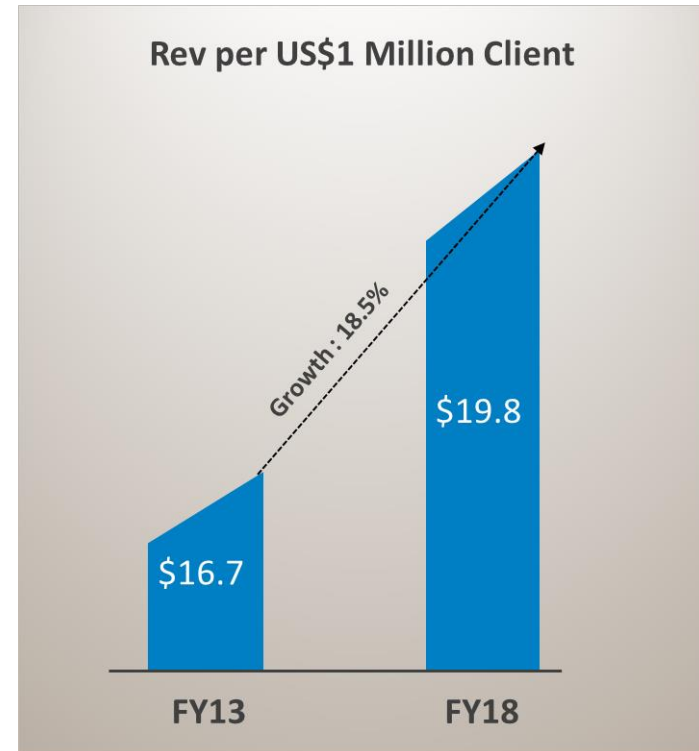
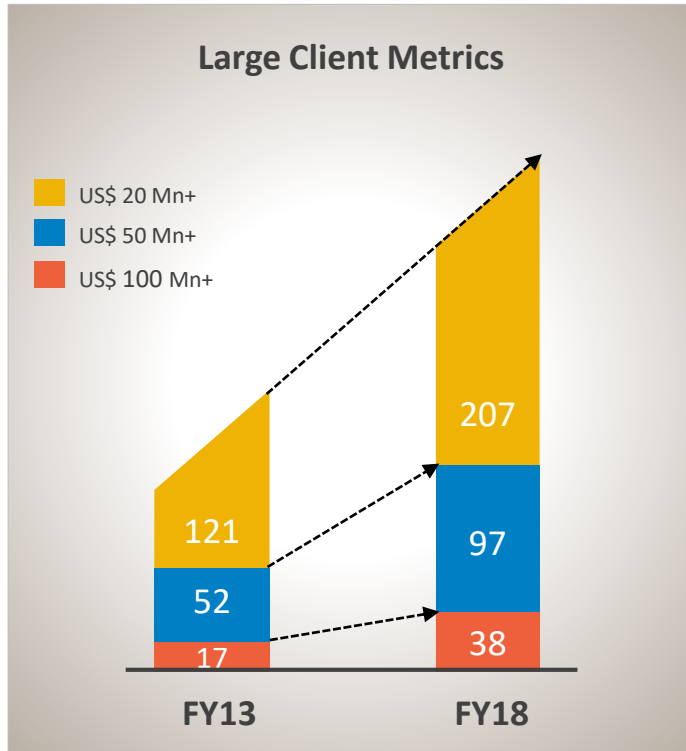
End to end services and solutions addressing all stakeholders in the enterprise



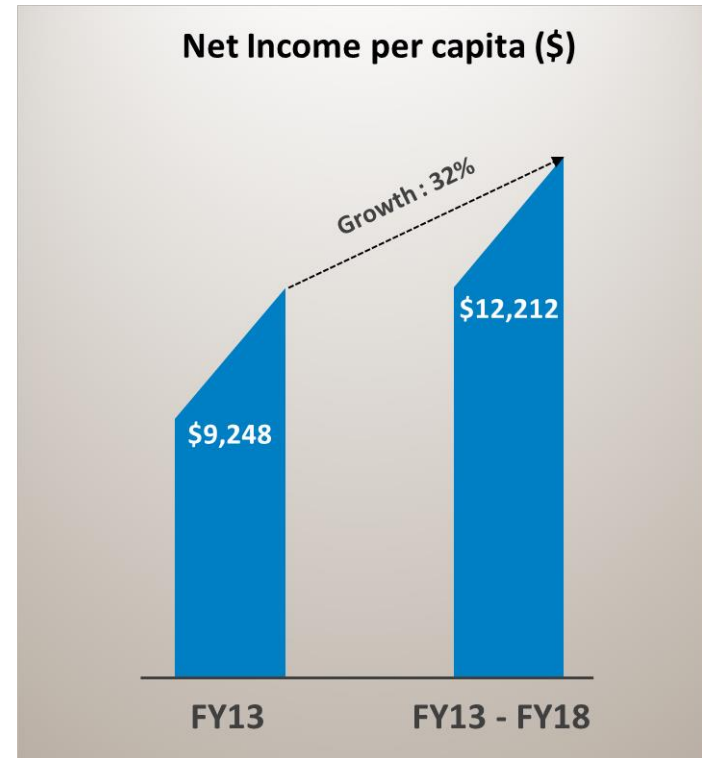
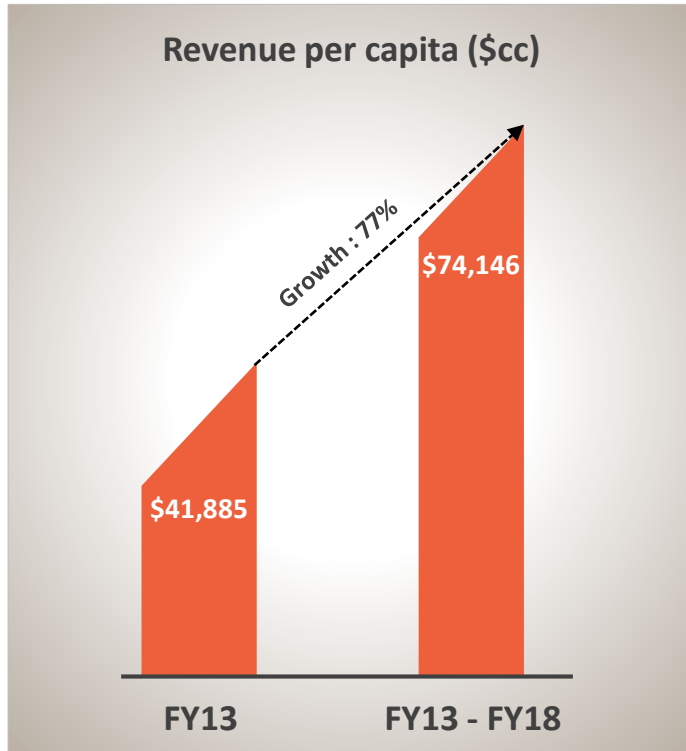
Outcomes

- Superior business outcomes
- Highly Satisfied Customers
- Enduring relationships

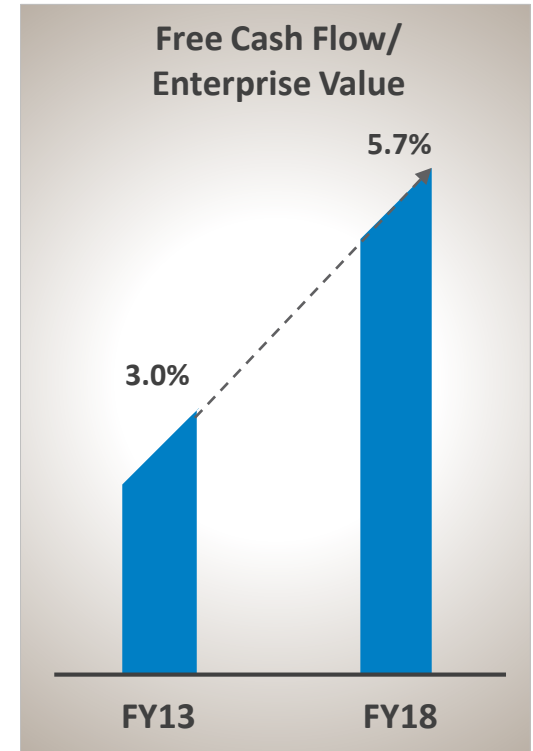
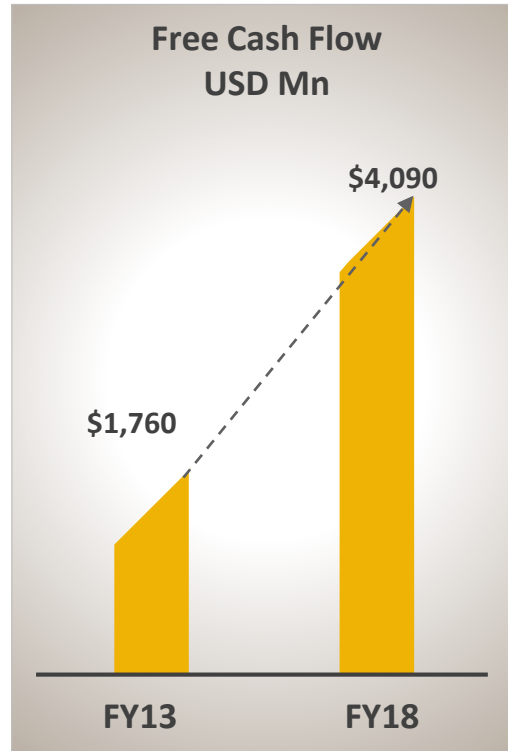
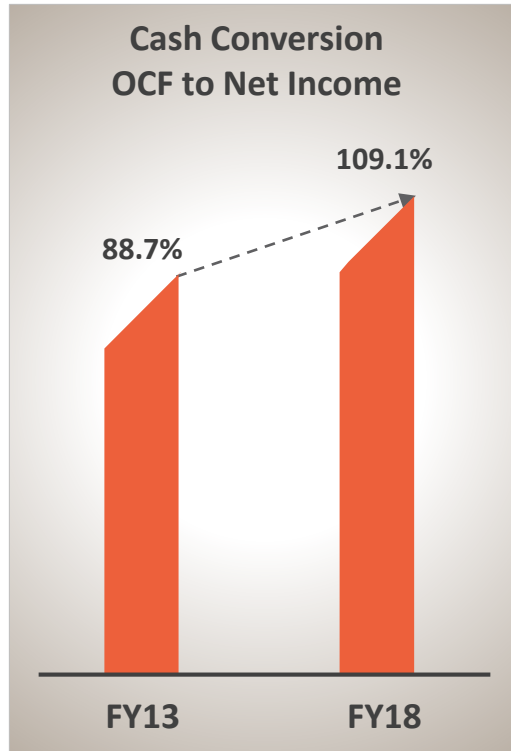
Going Deeper, Casting Wider: Business Outcomes



Going Deeper, Casting Wider: Financial Outcomes



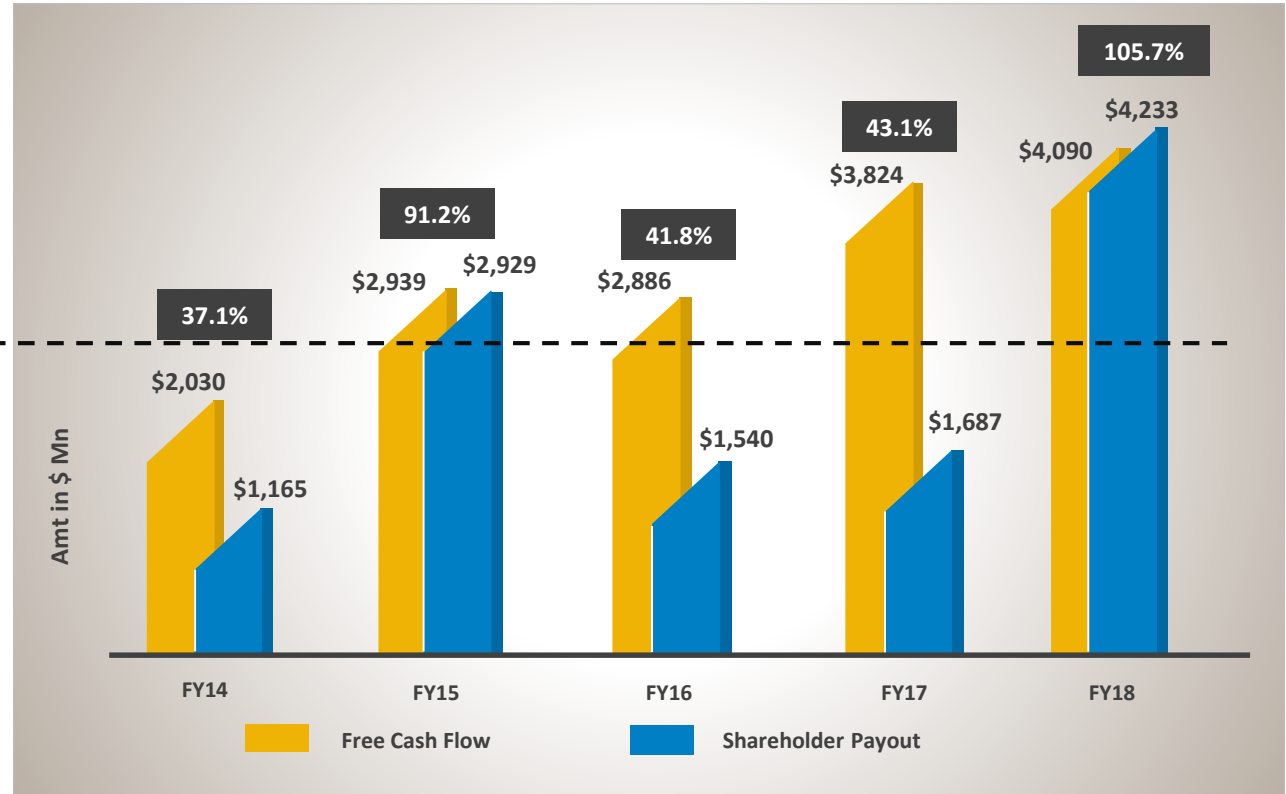
Cash Flow



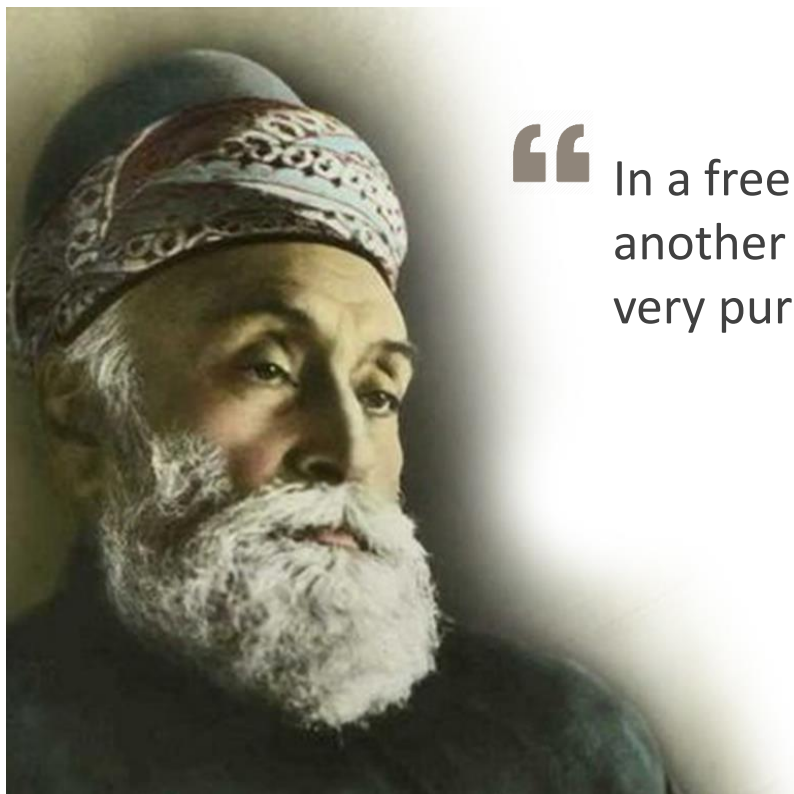
Data as of fiscal year ending March 31st

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

goIT

TCSFit4life
Corporate Challenge

Insight
igniting young minds

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



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