TCS/SE/167/2025-26

December 17, 2025

National Stock Exchange of India Limited
Exchange Plaza, C-1, Block G,
Bandra Kurla Complex, Bandra (East),
Mumbai - 400051
Symbol - TCS

BSE Limited
P. J. Towers,
Dalal Street,
Mumbai - 400001
Scrip Code No. - 532540

Dear Sirs,

Sub: Submission of presentation to be made during TCS Analyst Day 2025

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015 and further to our letters dated December 11, 2025, and December 12, 2025, we enclose herewith the presentation to be made to the analysts during the "TCS Analyst Day 2025" scheduled to be held today, i.e. December 17, 2025, at 04:00 pm IST.

The same will also be made available on the website of the Company: www.tcs.com.

This is for your information and record.

Thanking you,

Yours faithfully,
For **Tata Consultancy Services Limited**

YASHASWIN NARENDRA SHETH
Digitally signed by YASHASWIN NARENDRA SHETH
Date: 2025.12.17 15:47:58 +05'30'

Yashaswin Sheth
Company Secretary
ACS 15388

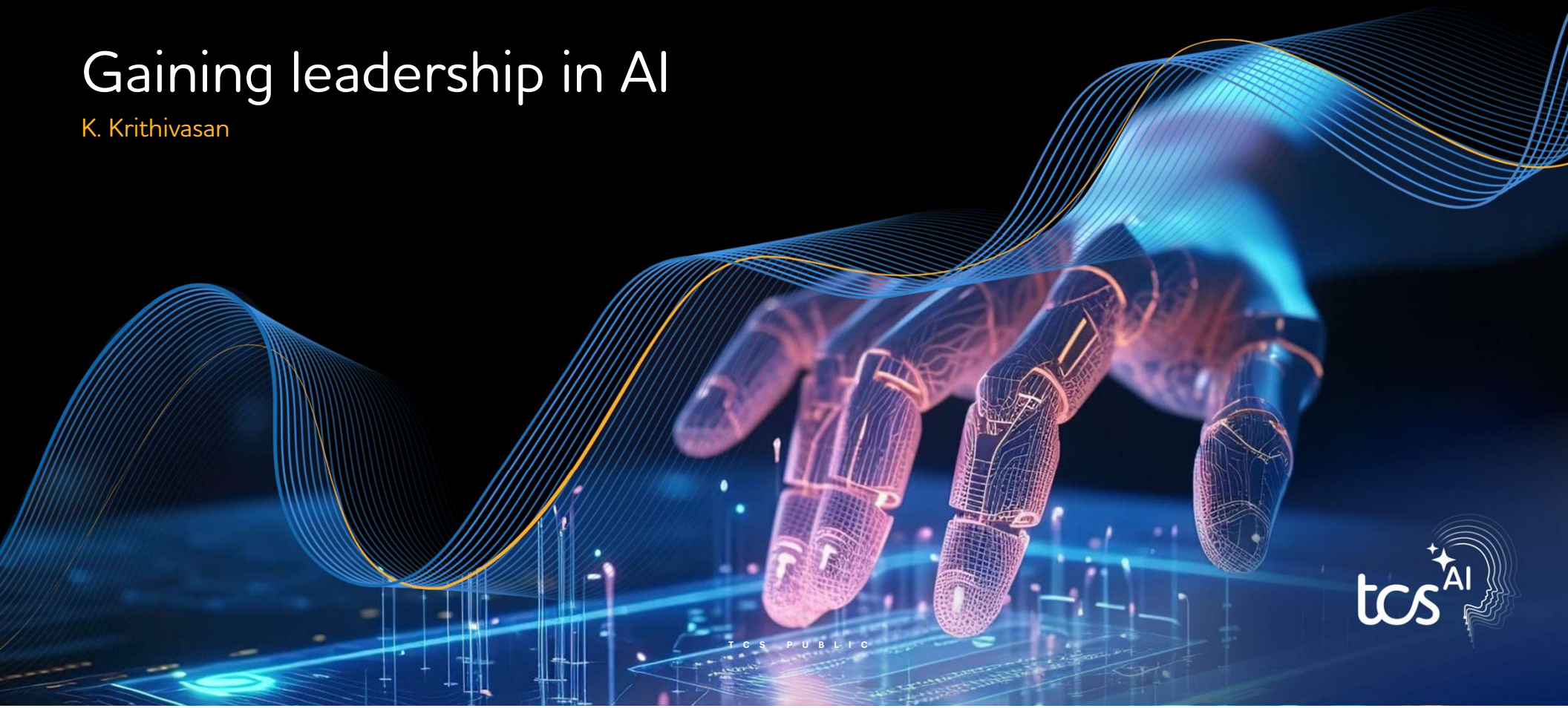
Encl: As above

tcs Analyst Day 2025

TATA

Gaining leadership in AI

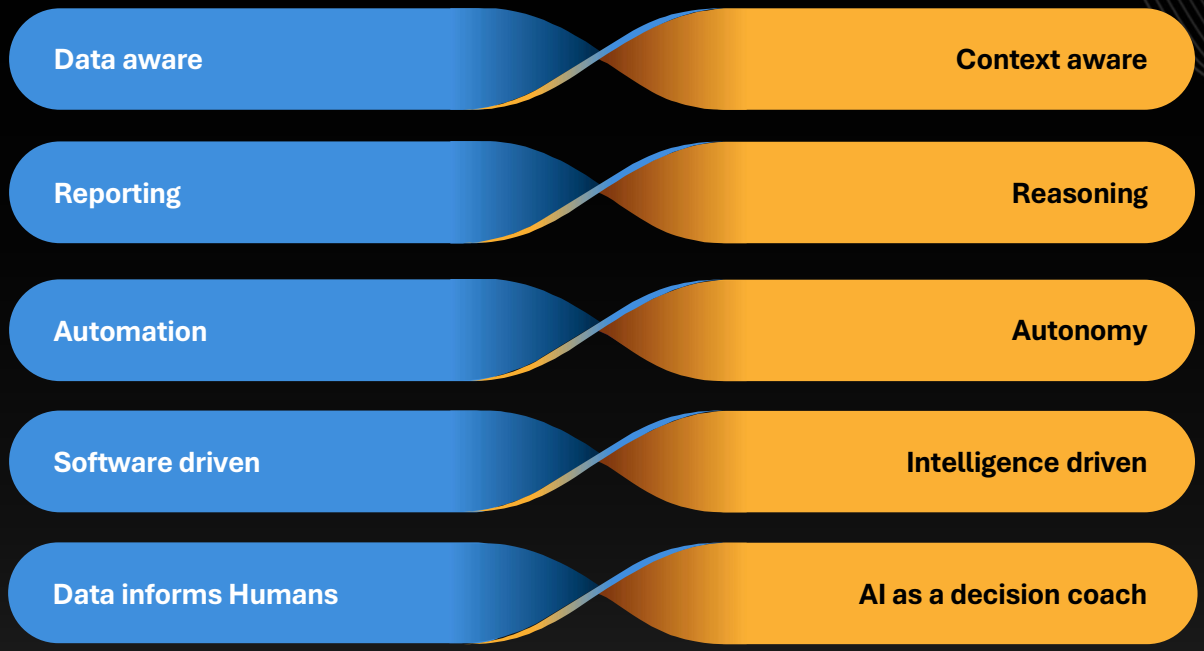
K. Krithivasan



TCS PUBLIC

tcs AI

Digital to AI enterprise – The Giant Leap!



TCS Intelligent Choice Architecture for Enterprises

AI as a Co-Architect of choice

How are we helping enterprises make this leap?

~5,000 AI engagements across industries

- **Anchor AI to Business Strategy & Value**
- **Technology Choices – Design for change**
- **Build Right Operating Model & Change Culture**
- **AI Assurance – Ethical & Responsible**
- **ROI Certainty**

Building a
Future ready TCS
tcs Analyst Day 2025
TCS PUBLIC
TATA

Our Aspiration
We will be the world's largest
AI-led Technology Services company
tcs AI
tcs Analyst Day 2025
TCS PUBLIC
TATA

5 Pillars of our Transformation

Our Aspiration

We will be the world's largest AI-led Technology Services company

tcs AI Internal Transformation

- Drive AI first Culture
- Build AI solutions
- Scale with AI

Redefining all Services

- New AI Services Transformation Unit
- Human + AI Service Model

Future-ready Talent Model

- AI Fluency
- Future Ready skills
- New ways of working

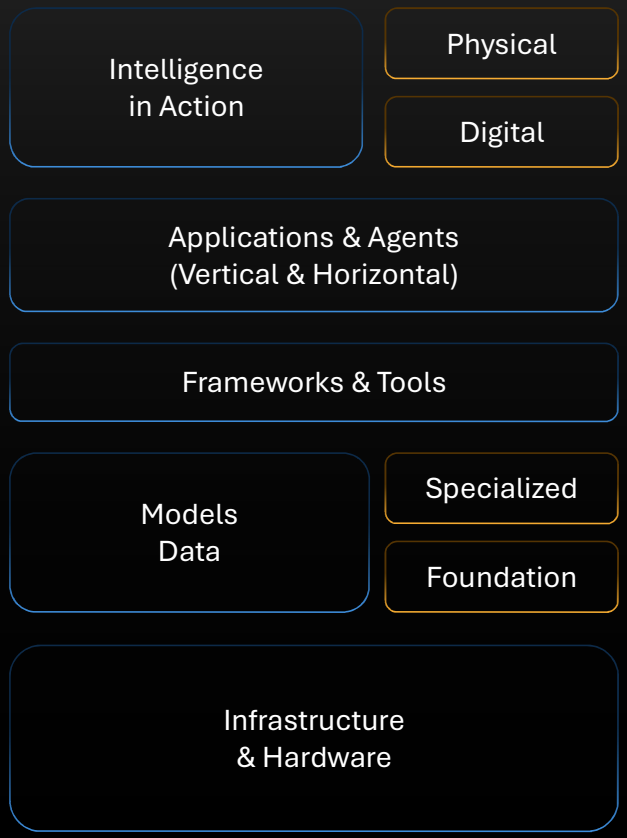
Making AI Real for clients

- Industry / Domain Solutions
- Cross Industry Solutions
- Scale with AI

AI Ecosystem Play

- Partnerships
- M&A
- New ventures

From Infrastructure to Intelligence



TCS AMR, Quadruped
Robotics & Smart devices

Third party integration services
Conversational & Visual interfaces

TCS BaNCS™, TCS ADD™, TCS Optumera™, TCS TwinX, purpose-built Agents etc..
Smart applications & Autonomous agents

Ignio™, CodePlus, CAP.AI, TCS AI WisdomNext™
AI platforms

Claims, Fraud, Agriculture etc..
Domain-tuned models

Third party integration services
Generative model (LLMs, SLMs)

TCS SovereignCloud™, TCS Cloud, Semiconductor Solutions
Chips, servers, devices & Platform

HyperVault
AI Data Centers

Gaining leadership in Full stack AI Services

Our aspiration is to be a strategic partner for our clients across the full AI tech stack. Towards this we will,

Build
Talent, Intellectual Property & New Ventures

Partner
AI native, Hyperscalers & Big Tech

Acquire
M&A, Top talent

Gaining leadership in AI

Clients

54/60
>100 M clients

~5,000
AI engagements

94.8%
Customer satisfaction

Employees

100%
Sales and pre-sales personnel trained in AI

180,000
Employees with higher order skills

>281,000
World's largest hackathon

Market Recognition

14
AI Awards (LTM)

8/8
'Leadership' rating in analyst reports

209
Platform deployments

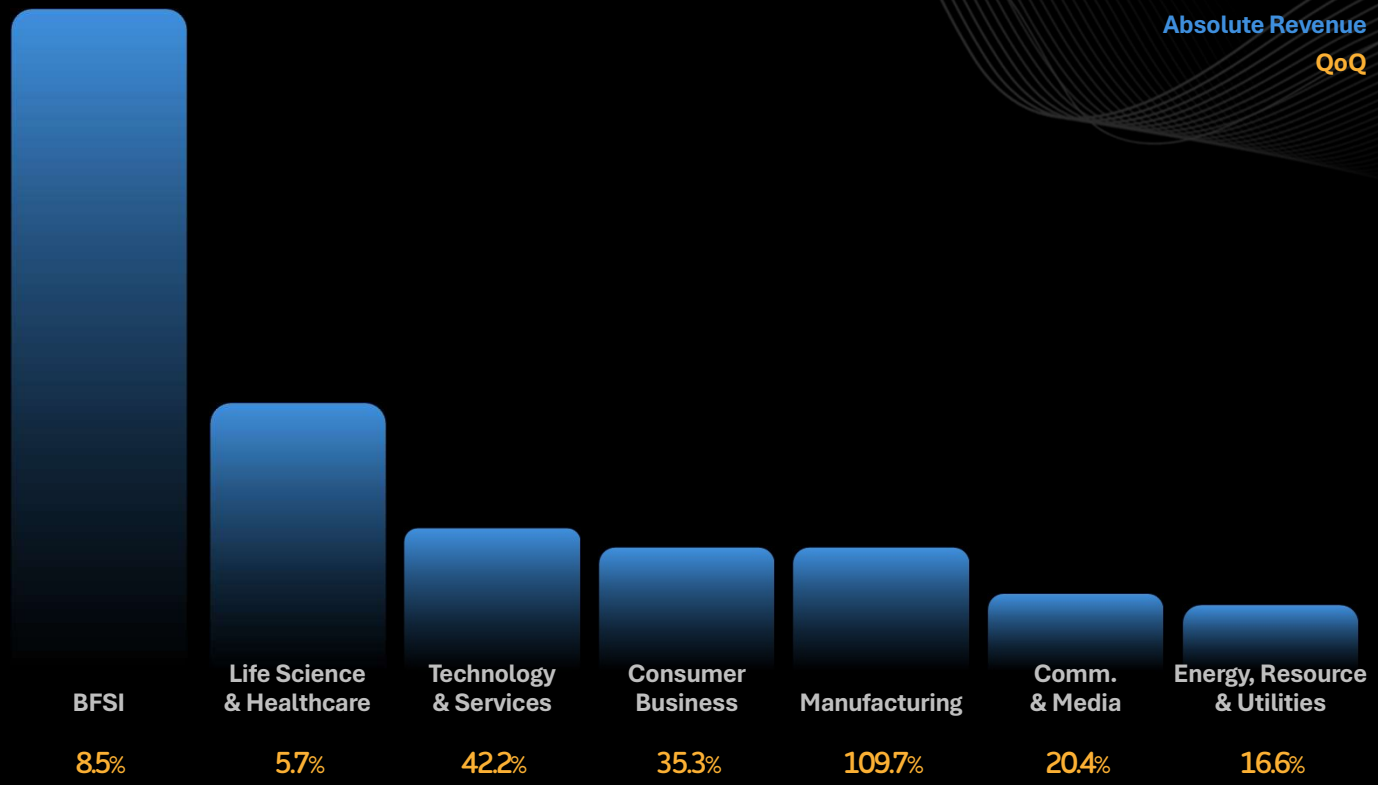
Gaining leadership in AI

AI Services

~$1.5Bn
Revenue (Annualized)

85%
of clients (>$20 Mn)

16.3%
Growth (QoQ)



Leadership – Redesigning services through AI

~$11Bn
Revenue (Annualized)

38.2%
Y-O-Y CC
AI Services

9%
Y-O-Y CC
Interactive

7.5%
Y-O-Y CC
Cyber Security

7.5%
Y-O-Y CC
Cloud

6.2%
Y-O-Y CC
Enterprise Solutions

2.6%
Y-O-Y CC
IoT&DE

Enduring customer delight

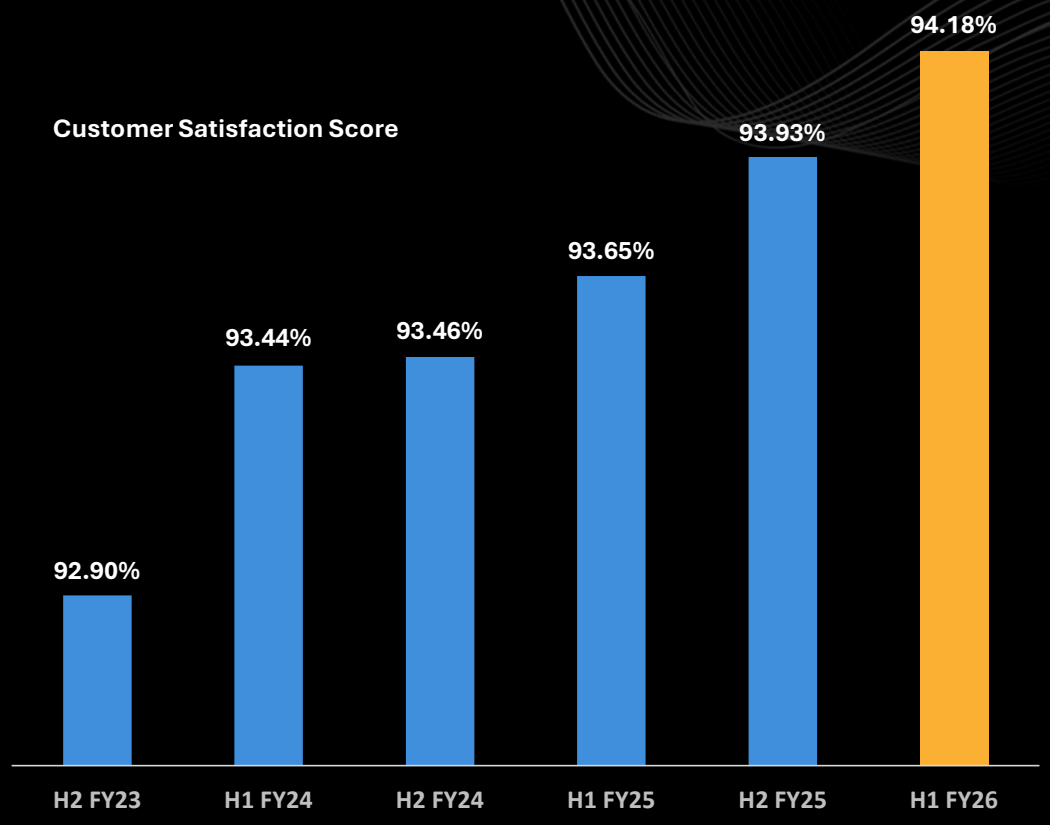
#1 IN CUSTOMER SATISFACTION
2024/25 EUROPE
Whitelane Research

#1 in CSAT for 12 consecutive years

rated by 2,300 C-level tech buyers in Europe

"Congratulations to TCS for 12 years in first place. It is no easy feat to achieve this ranking, and this level of consistency over the years speaks to the quality of TCS' IT services and customer focus."

Jef Loos, Founder and CEO
Whitelane Research



Sustained leadership, trust and employee delight

First-ever Enterprise-Wide Top Employer Certification in 2025

#1 Technology Services Firm globally in Newsweek Magazine's 2026 ranking of America's Most Reliable Companies

Top Employer Award & similar prestigious recognitions in

32 countries

during 2023-25

FORTUNE

Ranked among World's most admired companies in 2025

Awarded **Best Employer Brand** by LinkedIn

Best Labour Practices award by Ministry of Labor, Peru

Top Employer in **Europe** for **13th** consecutive year

Strong financials with disciplined execution

25.2% EBIT	Over 100% Of Net Profit	Over 50%	$6.3 Bn
Industry leading margin	**Consistent cash conversion**	**Best in class RoE**	**Investible surplus**

In summary

Shift from Digital to AI Enterprise

Huge opportunity!

Differentiated strategy & investments

'5 pillars'; 'Infrastructure to intelligence'

Enduring partnerships

Trust, Tech leadership & Value creation

Robust financials & execution discipline

Resilient core business model

Best positioned to gain leadership in AI

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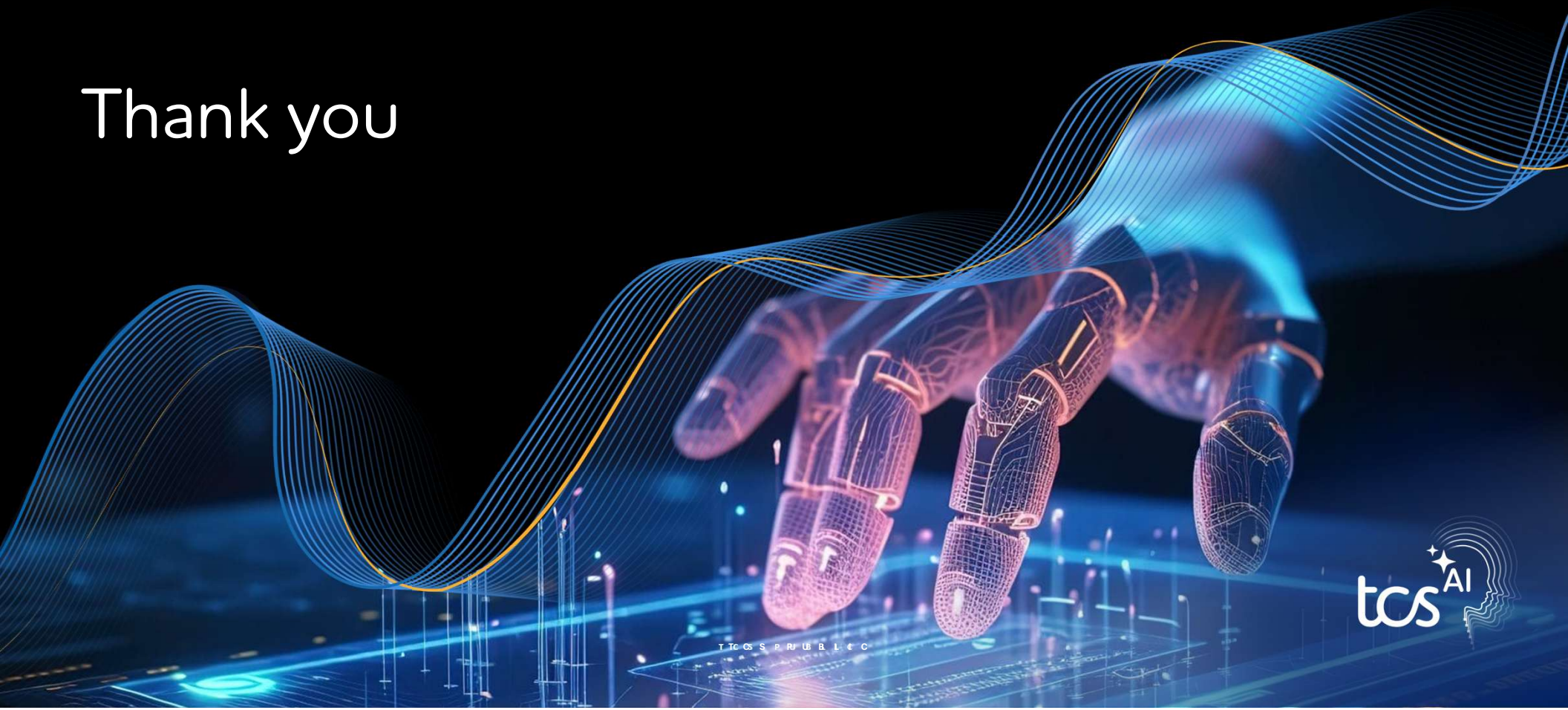
Thank you



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tcs AI

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Building a Future-ready AI-led Tech Services Organization

Aarthi Subramanian

tcs AI

TCS PUBLIC

5 Pillars of our Transformation

Our Aspiration

We will be the world's largest AI-led Technology Services company

tcs AI Internal Transformation	Redefining all Services	Future-ready Talent Model	Making AI Real for clients	AI Ecosystem Play
– Drive AI first Culture	– New AI Services Transformation Unit	– AI Fluency	– Industry / Domain Solutions	– Partnerships
– Build AI solutions	– Human + AI Service Model	– Future Ready skills	– Cross Industry Solutions	– M&A
– Scale with AI		– New ways of working	– Scale with AI	– New ventures

Building AI-First Culture

tcs^{AI} Infra
World's largest AI Foundry for employees

- AI infra access for **ALL**
- **Safe, Secure,** Cloud-native, On-demand
- Pro-code, Vibe-code, Low-code, No-code

tcs^{AI} Hackathon
World's largest, most inclusive, innovative

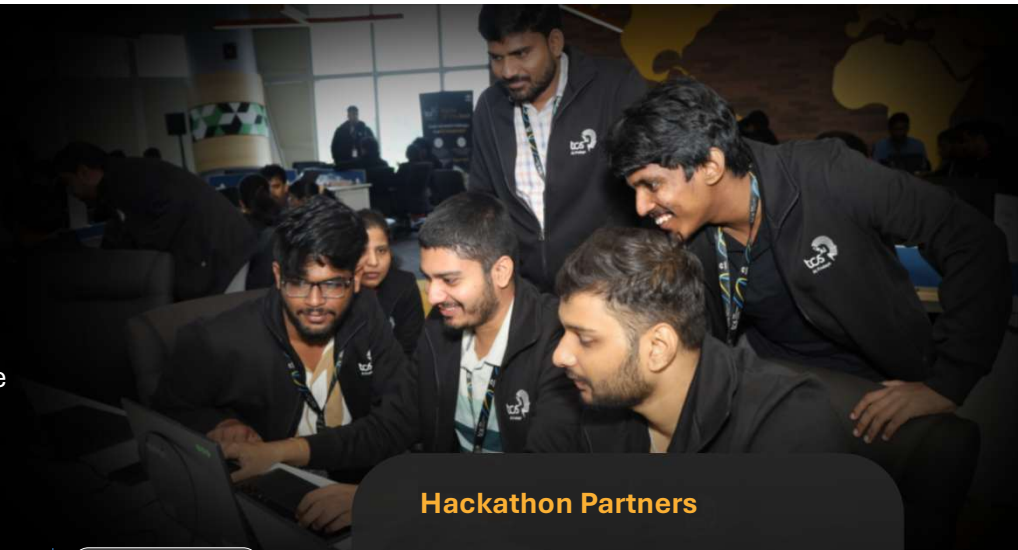
World's Largest
281,000+ participants

Most Inclusive
CXOs & 100+ P&L Heads
38% Gen-Z, **29%** non-tech

Most Innovative
AI for evaluations

tcs^{AI} Fridays
Discover 'Human + AI' capabilities

- AI Foundry + Physical Labs + Mentors
- Competitive and **Gamified** problem solving
- **Bridging gaps:** Senior – Junior, Expert – Novice



Hackathon Partners

aws
Google
Microsoft
...

ANTHROP\C
Gemini
OpenAI
...

databricks
snowflake
...

HackerRank
nuvepro
Windsurf
...

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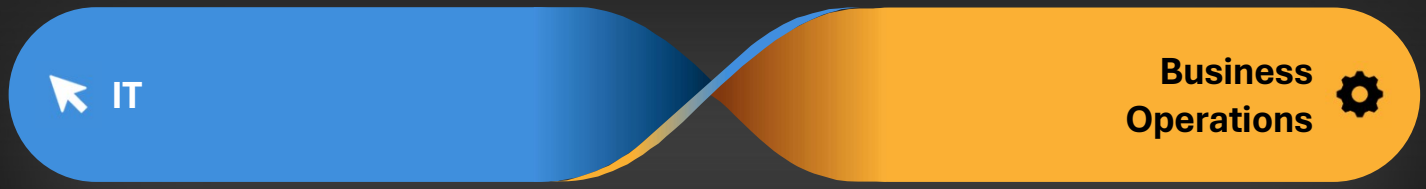
Building AI-First Solutions



Software engineering
Coding & Beyond

IT Operations
Applications & Infra

HR
Learning & Hiring

Finance
Invoice processing

Procurement
Compliance

AI-Powered Personalized Learning

TCS Industry leading learning platform

- On-demand learning
- Top-notch curated content: Industry best + TCS best
- Well-defined learning pathways
- Phygital: Online + Classroom

+

N=1 Personalized Coach

- Virtual avatar
- All-in-one SME: Domain, Tech & Soft skills
- Adaptive to learner's skills & learning goals
- Agentic planning & execution with deep contextualization

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Future-ready Talent Model

- AI Fluency
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- New ways of working

Making AI Real for clients

- Industry / Domain Solutions
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AI Ecosystem Play

- Partnerships
- M&A
- New ventures

Redefining all services for ‘Human + AI’

Business

- Business Process Operations
- AI in Industry Value Chain
- Product Engineering
- ...

Applications

- Application Operations
- Modernization
- Testing
- Product Implementation
- Application Development
- ...

Infrastructure

- Cloud Migration & Operations
- Infra Operations
- Service Desk
- ...

Cyber Security

TCS' 'Human + AI' Service Autonomy Model

1	2	3	4	5
Tool	**Assistant**	**Supervised Agent**	**Autonomous AI Workforce**	**Agentic Enterprise**
Work done by humans, using general-purpose AI tools	Work done by humans, using integrated specialized AI assistants	Parts of work done by AI agents with human supervision & guardrails	AI agents work autonomously; Humans set goals, override as required	Self-learning AI systems set goals & operate full value chains across enterprise

DECISION MAKING

Human | **Human + AI**

Service Autonomy: Application Development

1	2	3	4	5
Tool	**Assistant**	**Supervised Agent**	**Autonomous AI Workforce**	**Agentic Enterprise**
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Developers use general purpose LLMs to develop & test code snippets	**Developers use coding copilots in assist format**	**Developers use and supervise AI agents across all SDLC stages**	**Developers become full-stack – set goals and track outcomes, while AI agents build apps**	**Self-learning AI systems sense, develop & deploy apps and feature upgrades**

INCREASE IN PRODUCTIVITY

Service Autonomy: Application Development

Large Asia-Pacific Bank

Mature tech stack; TCS helped realize Level 3 potential

30%

Global Consulting Firm

TCS elevated customer from Level 2 to 3

25%

Large Aerospace OEM

TCS proactively elevated from Level 1 to 2

20%

"TCS is the sole partner who worked in their own backyard and showed us the savings..."

CIO, Large Aerospace Player

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Leading the future-ready talent model

Future-ready Skills
Reskilling to work alongside AI

AI fluency at scale:
- AI aware: 580,000+
- Higher order AI skills: 180,000+
- AI-native: 2X TCS Digital + TCS Prime (Treat AI as a teammate)

Future-ready Roles
Role transition to 'AI champions'

AI-centric engagement: Sales & Advisory to Solution & Delivery

AI Dojo: Role-based AI immersion

Future-ready Hiring
Securing top talent

Advisory & Consulting: Across Big Bets

Experienced hires: 50+% next-gen skills

Everest Group® RESEARCH

Talent readiness for next-gen AI, data and analytics services
Ranked #1 in vision and capability

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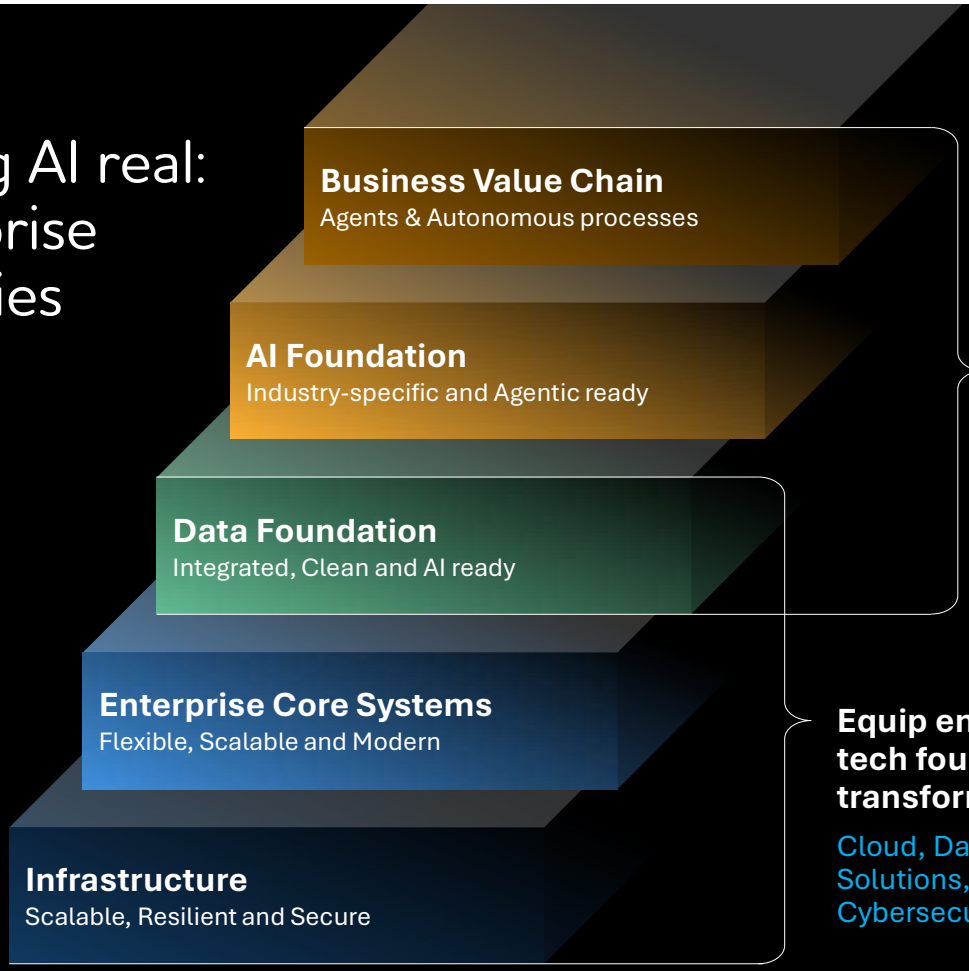
Making AI real: Enterprise Priorities



Establish early competitive leadership powered by AI

Use-cases
→ RoI led scaling

Lead with AI

Equip enterprise tech foundation for AI transformation at scale

Cloud, Data, Enterprise Solutions, IT-OT Integration, Cybersecurity

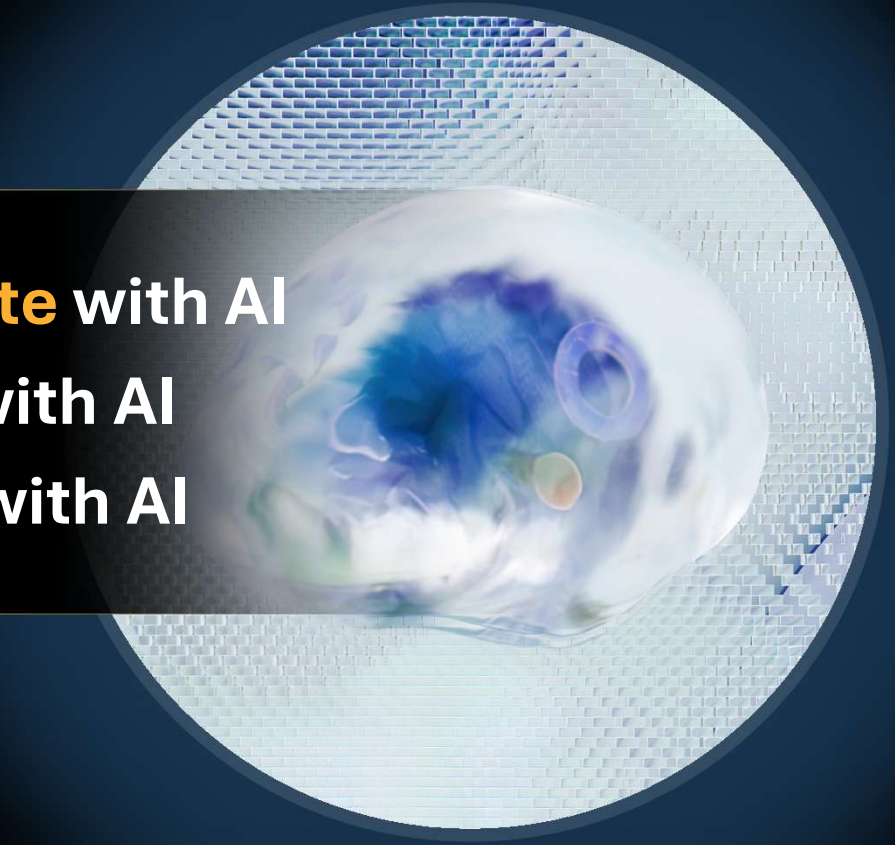
Get AI Ready

Lead with AI: Adopting AI across industry value chain

Innovate with AI

Build with AI

Scale with AI



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Lead with AI: Adopting AI across industry value chain

Innovate with AI

Ignite Imagination on 'High-impact' ideas

Build **AI-First culture**

Identify challenges **worth solving**

'Show & Tell' → **'Build & Experience'**

1

Build with AI

Accelerate 'Idea to Execution'

Deliver AI solutions in **12-16 weeks**

'Solve for business outcomes'
vs 'Build a use-case'

Rapid Build squads: AI-native trainees + context aware engineers

2

Scale with AI

Scale AI-native solutions for enterprise-wide impact

AI Platforms,
TCS Agent marketplace

AI Office

AI Labs:
Rapid Build Factory

3

Lead with AI: Customer Stories

Innovate with AI

Large NA Utilities Major

AI Immersion for **CEO + Direct reports**

- Prioritized high-impact problems to be solved

AI immersion for **customer service team** (200+)

- Rapid builds for 8 high-impact problems

Build with AI

Large US Bank

Integration Modernization

3 Weeks Rapid Build

Electronics OEM

Physical AI: Site inspection for faster construction

8 Weeks Rapid Build

Scale with AI

UK High Street Bank

Industry value chain scaling with **AI Office & AI Platforms**

Payments Tech Provider

Mainframe modernization

50M lines of code

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AI Ecosystem: Scaling and Winning with Partners

Enterprise partnerships

Hyperscalers

aws Google Microsoft

Enterprise solutions

ORACLE salesforce SAP servicenow workday. ...

Domain partnerships

DASSAULT SYSTEMES

Honeywell

ptc

SIEMENS

...

Deep tech partnerships

ANTHROP\C

Mistral AI

NVIDIA.

OpenAI

...

AI-native partnerships

CURSOR

kore.ai

VIANAI

Windsurf

...

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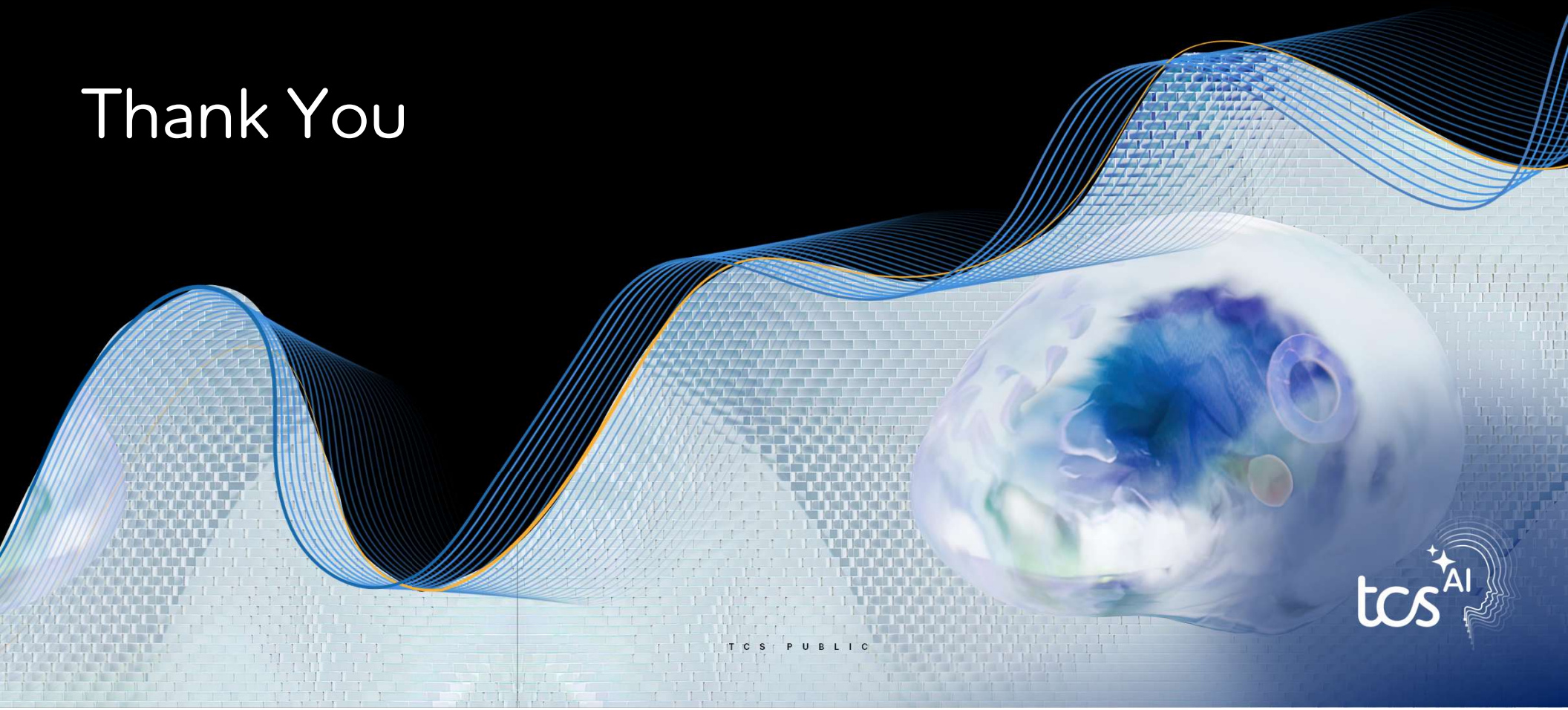
Thank You



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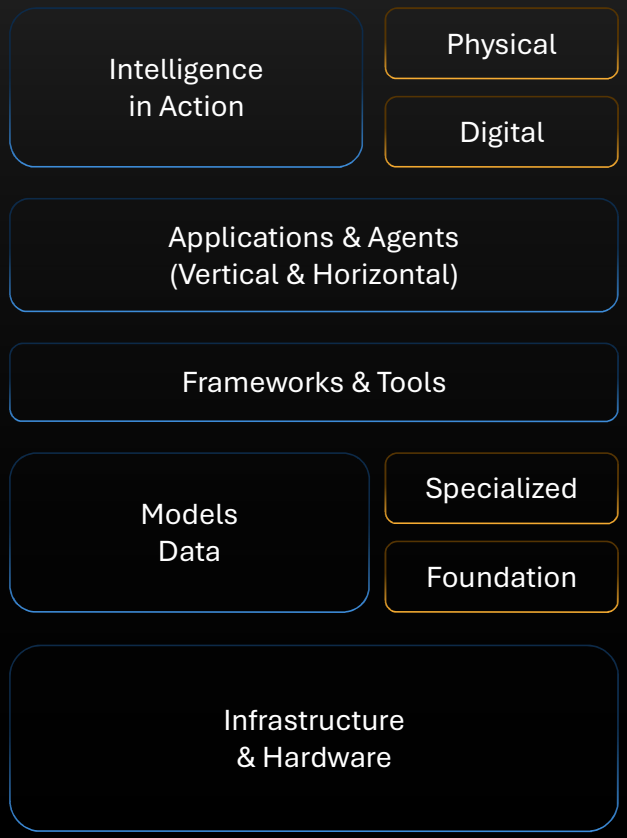
TCS AI Ecosystem

Mangesh Sathe

From Infrastructure to Intelligence



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Chips, servers, devices & Platform

HyperVault
AI Data Centers

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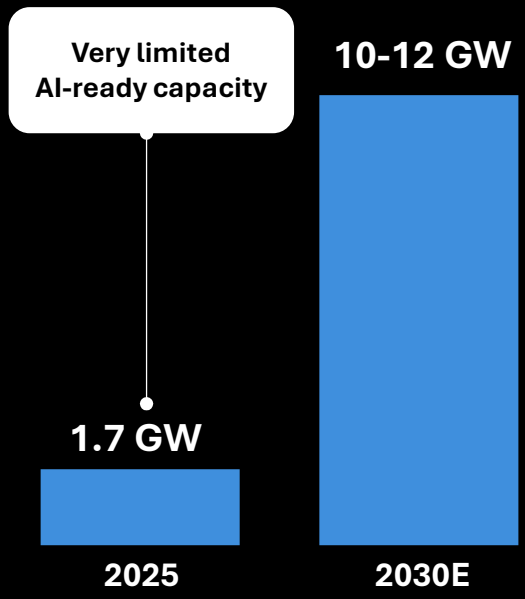
Build
Talent, Intellectual Property & New Ventures

Partner
AI native, Hyperscalers & Big Tech

Acquire
M&A, Top talent

Build: AI infrastructure to enable full stack AI services

India Data Centre (DC) Market (GW)



Customer Segments and Needs

Hyperscalers
- Liquid-cooled, high-density infrastructure
- Latency: Rapid builds near existing regions

AI Companies
- High performance infrastructure with lower TCO
- Access to enterprise customers

Public Sector
- Sovereign, resilient infra and operations
- AI-led unified governance

Private Sector
- Full AI stack – Secure, Scalable, low TCO
- Enable modernization and AI-led business transformation

Rationale for TCS

Position as **one stop AI ecosystem orchestrator and transformation partner**

Deepen partnerships with Hyperscalers, AI companies & DC ecosystem

Leverage deep domain expertise and group synergies

Build capabilities to **service high growth data centre market** globally

Build 1GW+ AI data center capacity | Strategic Partnership with TPG | Deploy mix of equity and debt

Partner: 360° collaboration with Hyperscalers, AI innovators, DC ecosystem

Key Focus areas: AI Services | AI Infra | Cyber security | Cloud | Enterprise Solutions | Digital Engineering

Players

- **AI companies:** Models, Compute, Software
- **Hyperscalers**
- **Enterprise applications**
- **Sector-specific players**
- **Industrial OEMs**

Partnership framework

- **Mutual services:** AI Infra adding a new dimension to the partnership
- **Growth focus:** Joint focus on scaling revenue, market reach
- **Innovation and co-development:** Collaborative development of next-gen solutions

Select examples

aws	AI, Cloud, Modernization, Industry Solutions
Google	Cloud-native innovation, AI workflows
Microsoft	AI-led business transformation
NVIDIA	Agentic AI solutions
salesforce	AI-powered front-office transformation

Acquire: Strengthen our positioning to drive AI-first transformation

Key M&A Objectives

Accelerate AI capabilities
Tech & Advisory

Build deep domain expertise in high-growth areas
Cyber security, Cloud, Digital Engineering, Enterprise Solutions

Enhance market access

Case Study

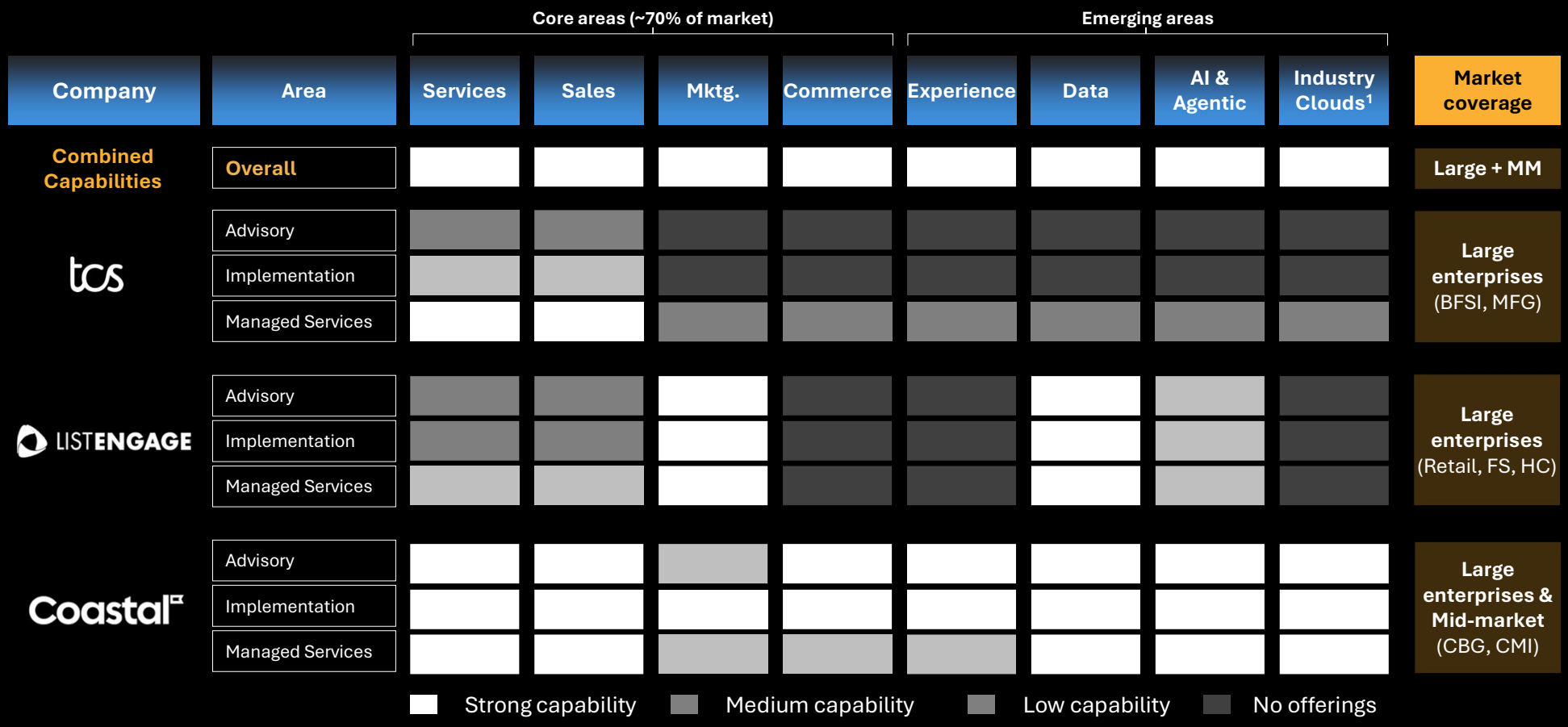
Market:
$20B Salesforce services market in 2025 → $ 30B by 2030

Strategy:
Leverage M&A to become Top 5 global Salesforce advisory firm

tcs + LISTENGAGE + Coastal

1. Boosts **AI advisory services** for enterprises
2. Enhanced portfolio to cover all **major Salesforce capabilities** (multi-cloud)
3. Deepened **strategic partnership with Salesforce**
4. **Cover key market segments** including mid-market
5. Onboarded **500+ seasoned talent base and leadership team**

Post acquisitions, TCS's portfolio now has all major SF capabilities and market coverage



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Thank you

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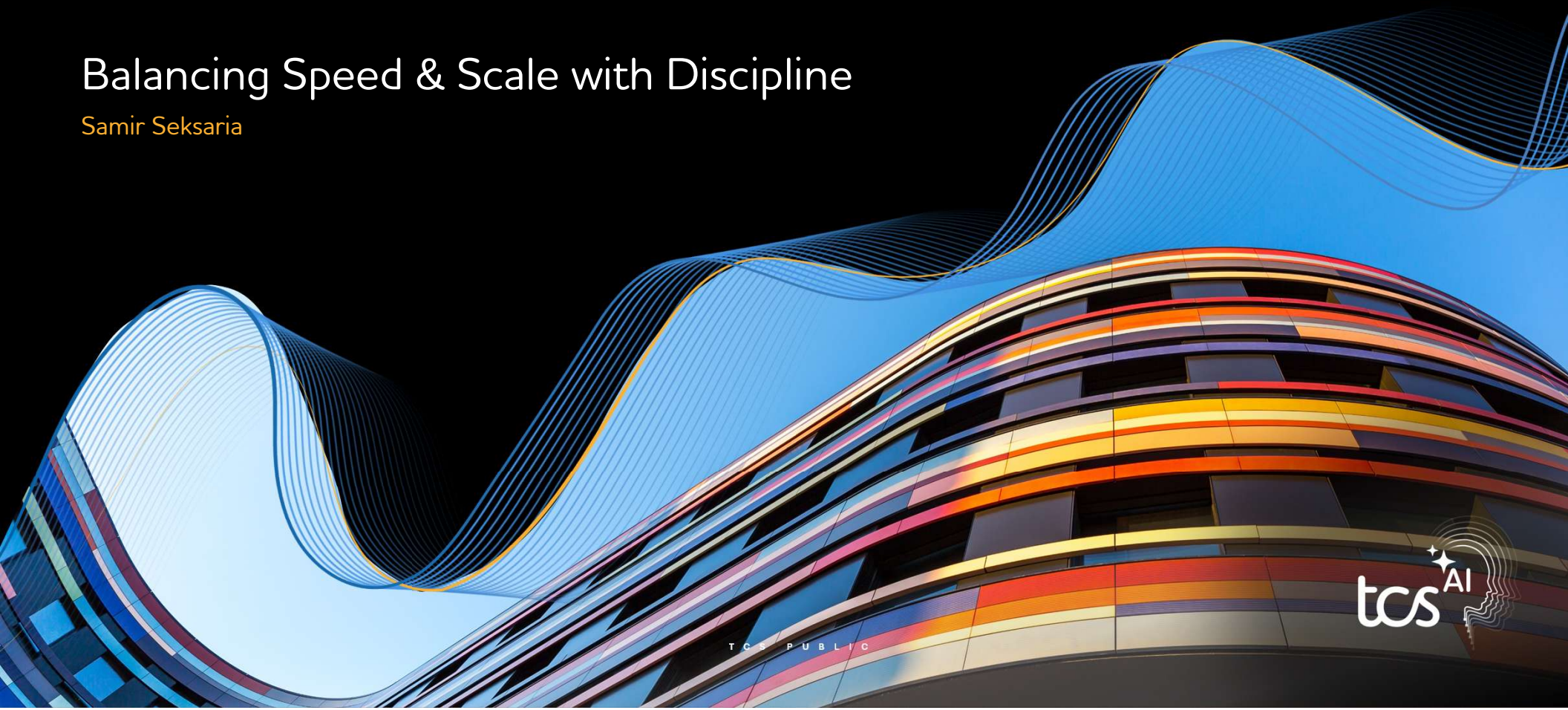
Balancing Speed & Scale with Discipline

Samir Seksaria



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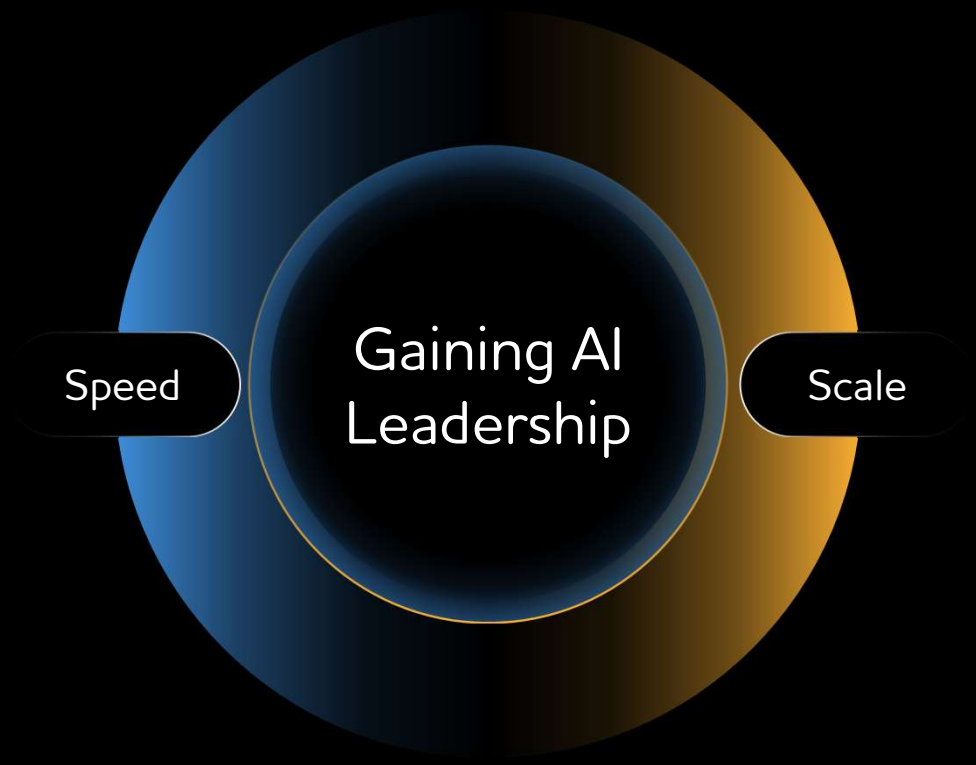
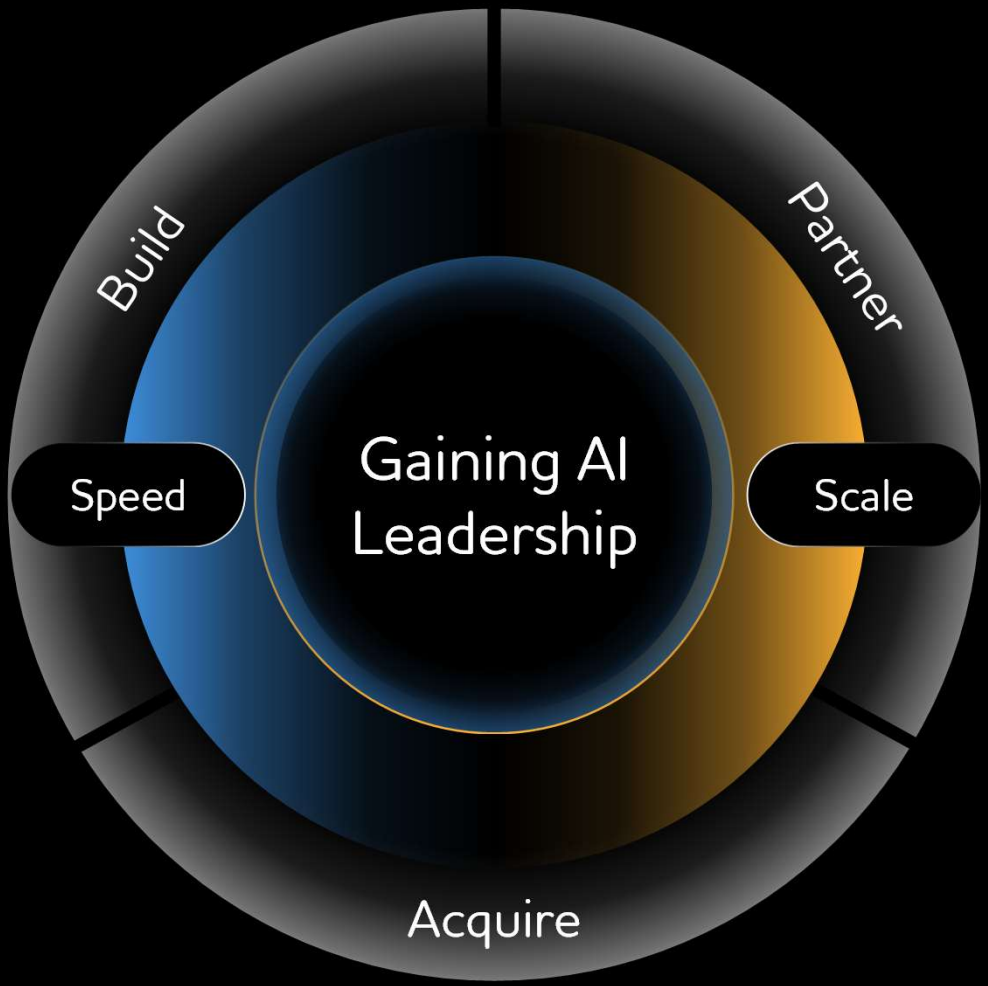
Gaining AI Leadership


Speed
Gaining AI Leadership
Scale


Build
Partner
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Acquire

Build

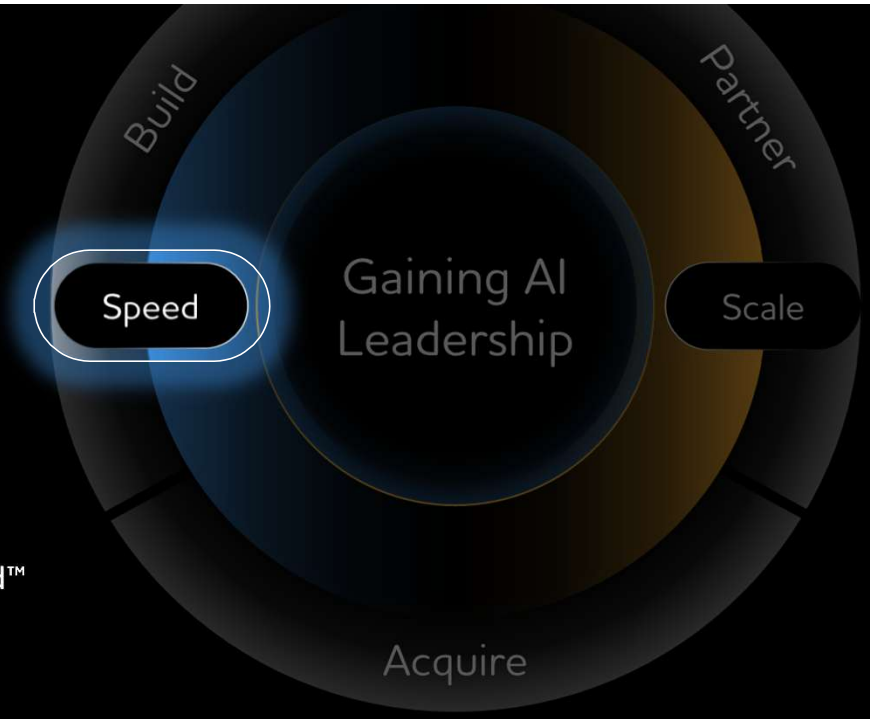
AI ready Talent

Intellectual Property

Innovation Infrastructure

TCS SovereignSecure Cloud™

Hypervault



Partner

AI Native Players

Hyperscalers

Data Platform providers

Enterprise Software

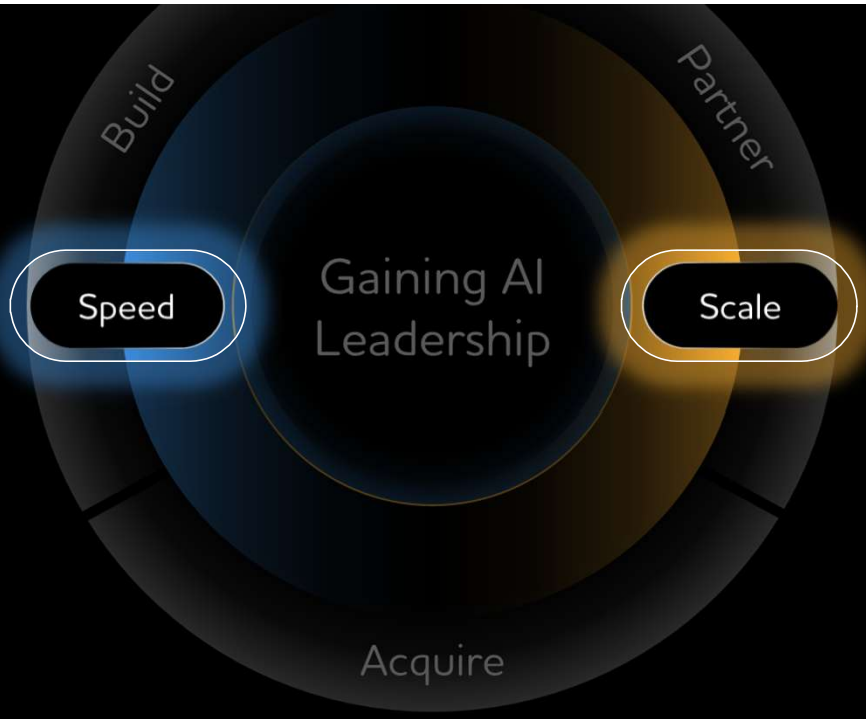
Deep Tech

Strategic Joint Venture - TPG

Acquire

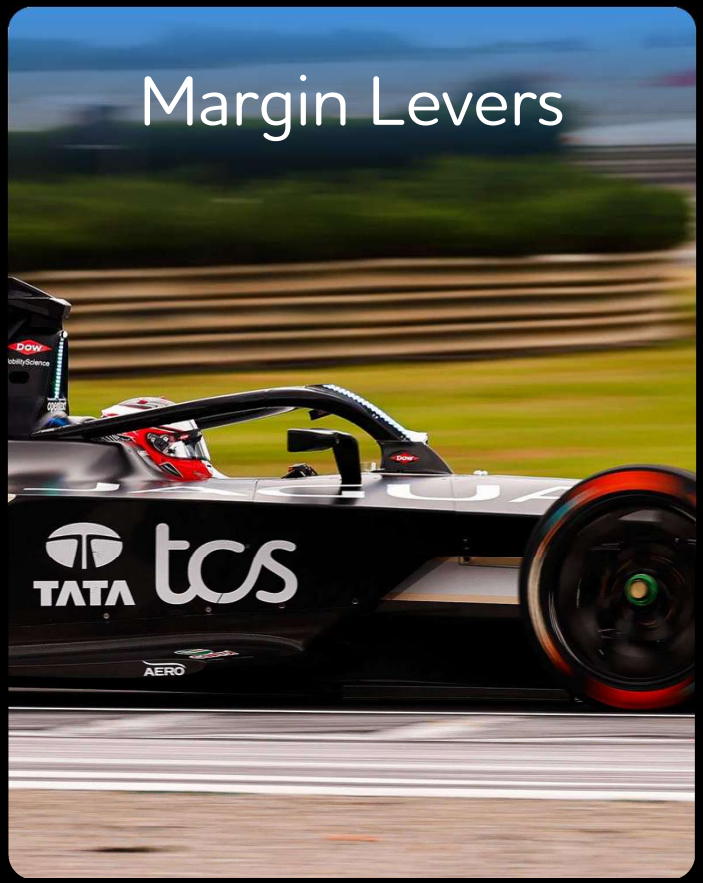
Top talent

ListEngage | Coastal Cloud



From Infrastructure to Intelligence

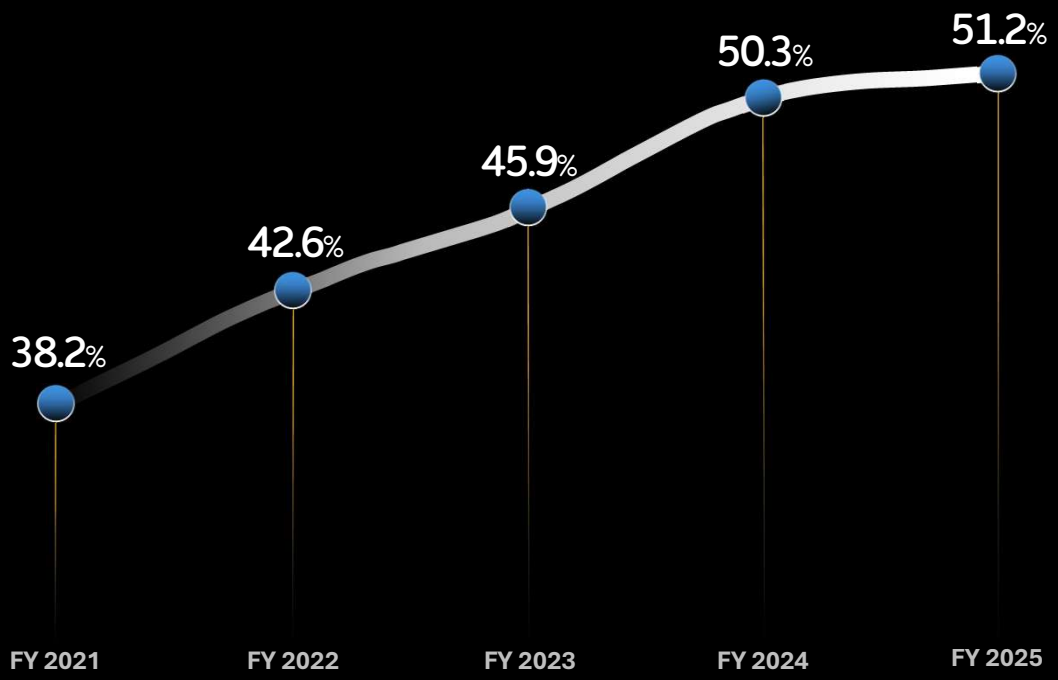
Intelligence in Action	Physical	**TCS AMR, Quadruped** Robotics & Smart devices
	Digital	**Third party integration services** Conversational & Visual interfaces
Applications & Agents (Vertical & Horizontal)		**TCS BaNCS™, TCS ADD™, TCS Optumera™, TCS TwinX, purpose-built Agents etc..** Smart applications & Autonomous agents
Frameworks & Tools		**Ignio™, CodePlus, CAP.AI, TCS AI WisdomNext™** AI platforms
Models Data	Specialized	**Claims, Fraud, Agriculture etc..** Domain-tuned models
	Foundation	**Third party integration services** Generative model (LLMs, SLMs)
Infrastructure & Hardware		**TCS SovereignCloud™, TCS Cloud, Semiconductor Solutions** Chips, servers, devices & Platform
		HyperVault AI Data Centers

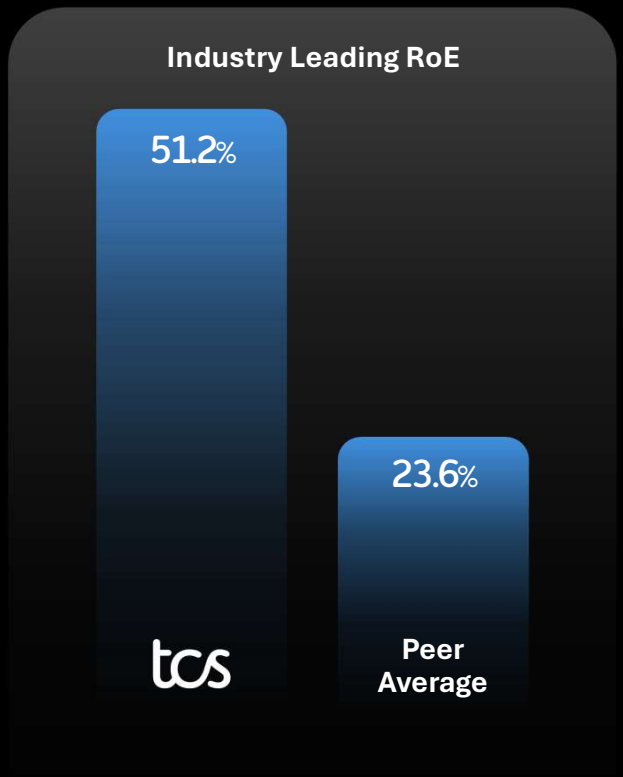


Operation Excellence	Utilization | Pyramid Optimization | Repurpose SG&A
AI as an Accelerator	Delivery | Productivity | Operation Enhancement
Pricing & Mix Strategy	Outcome Based Pricing | New Age Service Mix
Macro	Demand Environment | Currency

25.2% → 26-28%

Return on Equity





Capital Allocation

Returns since listing

Dividends

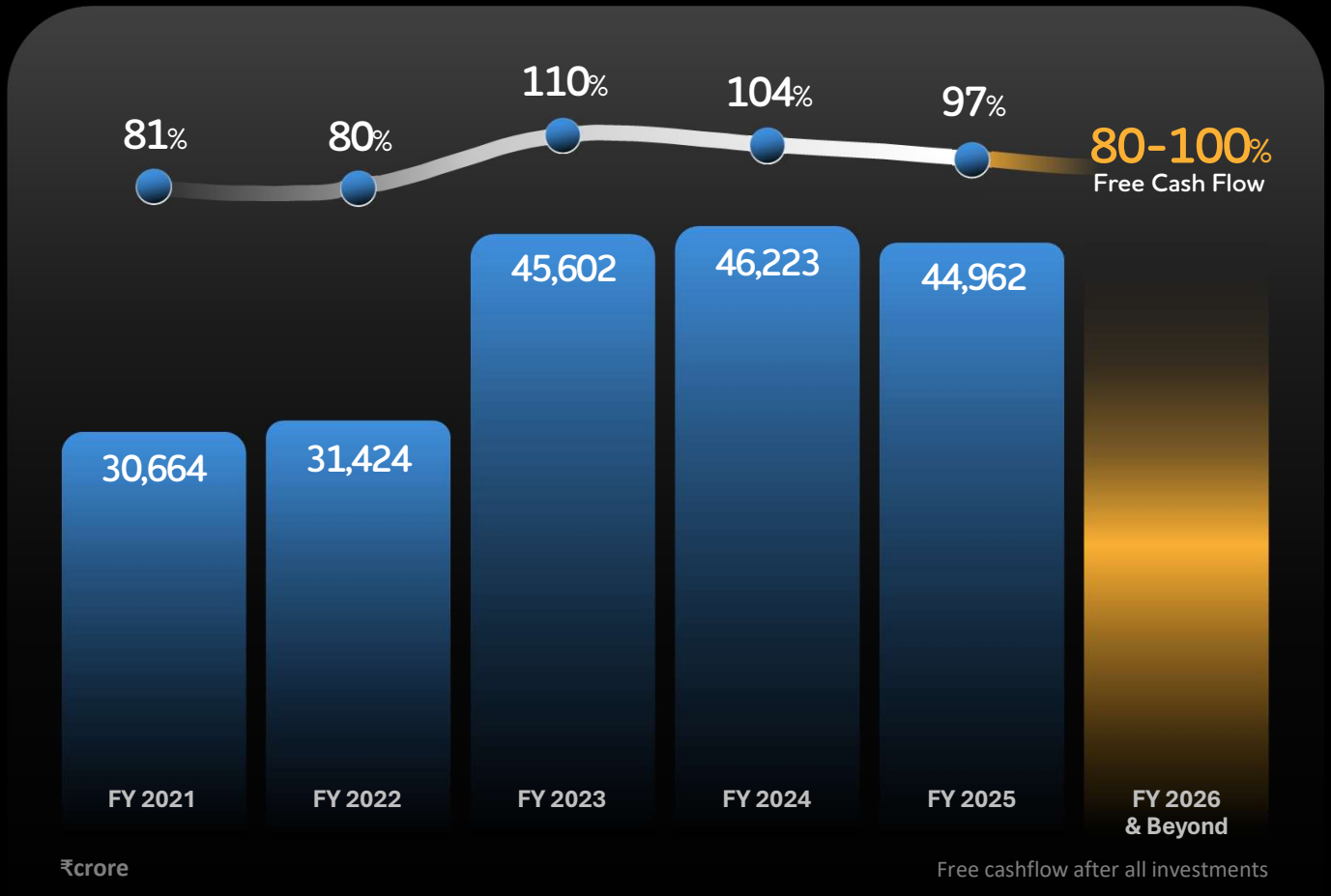
₹275Kcr

Buy Back

₹95Kcr

Capital Appreciation

~3,000%



tcs Analyst Day 2025

TATA

In summary

Shift from Digital to AI Enterprise

Huge opportunity!

Differentiated strategy & investments

'5 pillars'; 'Infrastructure to intelligence'

Enduring partnerships

Trust, Tech leadership & Value creation

Robust financials & execution discipline

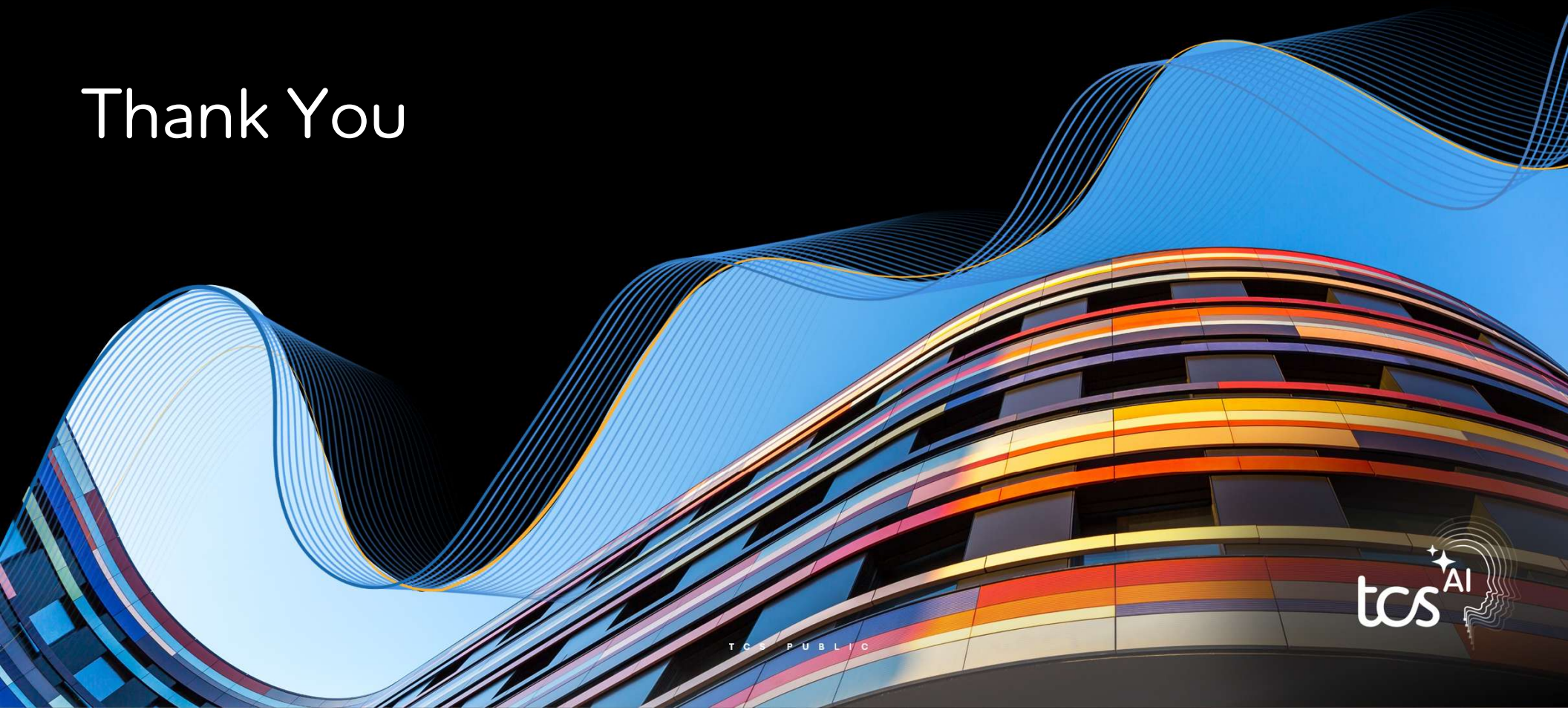
Resilient core business model

Best positioned to gain leadership in AI

tcs Analyst Day 2025

TATA

Thank You



tcs AI

TCS PUBLIC