

COLLABORATE LEAD CHANGE  
INTEGRITY EXCELLENCE COMMITMENT SCOPE FOCUS ON MERITOCRACY VALUES  
AGILITY PERFORMANCE ONE TWO THREE REALIZE YOUR POTENTIAL  
ETHIC CONSISTENCY TRANSPARENCY RIGOUR ASPIRE STAY THE COURSE  
INNOVATION FOCUS DATA-DRIVEN CONCERN FOR SAFETY SECURITY DNA CONFIDENCE  
BE RIGOROUS EXCEED EXPECTATIONS DIVERSE LEAD  
AMBITIOUS HONESTY RELIABILITY CHANGE  
INCLUSIVE LEARN & SHARE INCLUSIVE

ANNUAL | 2013  
REPORT | 2014





A global organisation is a summary of many things. People, places, cultures, geography, holidays, quirks, humour, joy and sorrow. It becomes a melting pot; a universe of its own where scores of people who perhaps have never seen each other, heard or spoken to each other, are connected by common bonds that transcend boundaries: A shared spirit; common goals; and a passion to excel. The organisation becomes much more than just an economic entity. It becomes a community with its own eco-system. Like one nation, with no geographical boundaries.

Now imagine 300,000 people from 118 nationalities, living and working in 46 nations, speaking more than a 100 languages but a culture and DNA that is one.

That, is the phenomenon that is TCS.

A TCSer today is a Dutch Antillean, he/she is a French Polynesian or a Kazakh, or a Latvian. TCSers living in Ecuador and Norway wake up in the morning and head to their workplaces with a common goal, sharing a common lexicon and ideal – that is the extraordinary extent of this company.

It is an organisation that defies borders and pushes the horizon. Be it Nigeria or New Zealand, Philippines or Peru, we are, in the end, oneTCS.

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# Board of Directors

(Standing - Left to Right)

**O P Bhatt**

Director

**A Mehta**

Director

**I Hussain**

Director

**V Thyagarajan**

Director

**P A Vandrevala**

Director

Photo taken at TCS Seven Hills  
Campus, Cincinnati, Ohio, USA

(Seated - Left to Right)

**V Kelkar**

Director

**C M Christensen**

Director

**N Chandrasekaran**

Chief Executive Officer  
and Managing Director

**C P Mistry**

Chairman

**S Ramadorai**

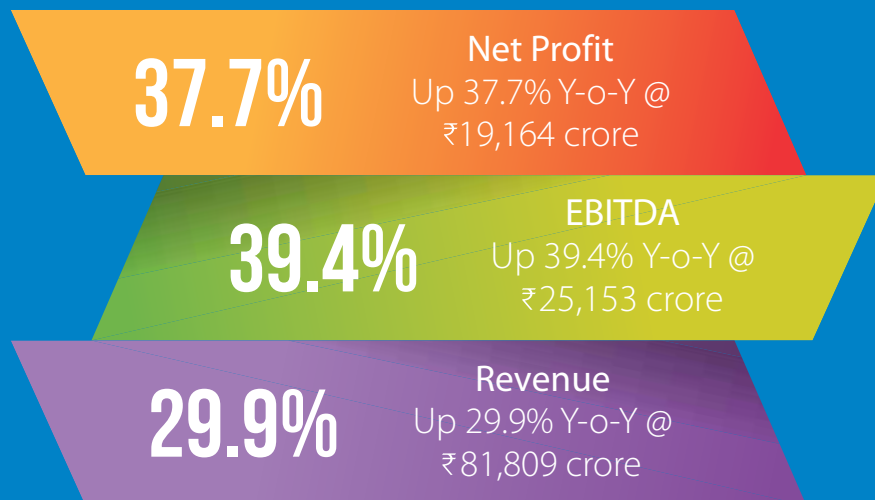
Vice Chairman

**R Sommer**

Director

TATA CONSULTANCY SERVICES

# Financial Highlights



## TCS: A Power Brand



Source: Brand Finance  
Global 500 Study 2014.  
Prepared exclusively for  
Tata Consultancy Services

# Our Leadership Team



A Mukherjee

Executive Vice President and Global Head - HR



N Chandrasekaran

Chief Executive Officer and Managing Director



R Gopinathan

Chief Financial Officer



# Letter from CEO



## Dear Shareholders,

Your Company posted another stellar performance in 2013-14 and continued to maintain its growth momentum to record consolidated revenue of ₹81,809 crore (up 29.9%), while the disciplined approach to operations helped your Company post net profit of ₹ 19,164 crore (up 37.7%) and realise a strong margin of 23.4% (up 134 bps).

Your Company has continued the practice of consistently rewarding its shareholders, with dividends. This year, the total dividend is ₹ 32 per share, including ₹ 20 per share proposed as final dividend. Earnings per share increased from ₹ 70.99 in the previous financial year to ₹ 97.67.

This strong performance would not have been possible without the

energy and commitment of over 300,000 TCsers, whose passion for technology and dedication to the customer, is unparalleled in this industry.

Your Company's services portfolio continued to grow, with an increase in customer base across all revenue bands. For instance, in 2013-14, the number of customers in US\$ 1 million plus band increased to 714 (addition of 76 new customers) and in the US\$ 100 million plus band to 24 (addition of 7 new customers).

I take this opportunity to describe the recent key technology trends and their tremendous transformative impact on society, business and communities. It is my belief that the clutch of new technologies - Mobility,

Big Data, Social Media, Cloud Computing and Robotics – what we refer to as the “Digital Five Forces”, is rapidly changing the world around us. It is shaping how we interact, respond and connect with one another as individuals or as companies and even as governments.

At a macro level, global IT spending continues to grow year-on-year and it is my firm belief that the Digital Five Forces are going to accelerate this trend, as IT usage increases across industries. The on-going investment of your Company, in these recent trends, will enable it to play an impactful role, in this technology revolution.

From an industry perspective, the impact of the Digital Five Forces on

the world around us, will be of a higher magnitude than the technology cycles, like e-business and enterprise systems that have driven business in previous decades. Those technologies helped digitally enabled global corporations to connect their supply chains and promoted efficiency through better information flow across organisations. What the Digital Five Forces are doing, is to complete the entire transaction loop, by bringing in the most important element of business, namely, the individual consumer.

To illustrate this impact and demonstrate the transformation, I would like to use Healthcare as an example. Healthcare will no longer remain a reactive exercise, as it is today. For long, we have been used to seeing a doctor, only when we fall ill. Health is our most precious asset, and sometimes we notice the problem only once it impacts our lifestyle. This scenario is changing fast.

Looking after our health will become an on-going planned activity. Wearable devices, that collect information from the human body and monitor health 24/7, are becoming accessible to consumers in a form that can be easily adopted. This data will be collected and transmitted through smart phones; stored in the cloud; analysed and compared with other patients using big data techniques and smart analytics. If something of concern crops up in these continuous diagnostics, the family doctor or a clinic will be notified. They will be able to access the patient's data online and make the diagnosis while viewing all the relevant patient information, including family medical history, in just a few clicks. The doctor will then send a direct message to the patient, through private channel on social media

platform or SMS, suggesting immediate corrective action, or even a personal visit. And that's not all. Patients will be able to define their peer set of friends, acquaintances and family to emulate and see the relative fitness of this group. Hence, the healing can start before the onset of harm.

This is how the Digital Five is helping us re-imagine healthcare.

Similar transformations are simultaneously being witnessed in multiple industries. Your Company is playing a pivotal role in this re-imagination journey, with many of its customers across markets and industries. By investing early, your Company has built up significant scale in capabilities across the Digital Five Forces. We continue to build our Intellectual Property in these areas as well.

I believe, the capabilities built in this area will ensure that your Company continues to remain relevant to the customers. I expect our strengths in these areas to be a major driver of revenue and profitability in the future.

Your Company is also investing in the Digital Five Forces to create the next-generation social organisation, which engages all employees, regardless of location, while making them more productive and energised.

With a fast expanding organisation that has inducted and integrated over 50,000 new professionals in the past 12 months, your Company continues to be recognised as a benchmark brand for IT professionals. At around 90%, it has the highest retention rate in the industry, globally. Your Company continues to invest in capabilities of TCSers, through training in new technologies, engaged collaboration

on social platforms and a well appreciated reward and recognition programme.

Rigorous R&D in your Company is leading to innovation in tools, products and platforms, resulting in more Intellectual Property Rights (IPR) being created. We have increased our patent filings significantly; so far 1,746 patent applications have been filed, of which, 114 have been granted.

Your Company continues to invest in green and intelligent world-class infrastructure and campuses in Tier I as well as Tier II cities in India and also across the world.

In 2013-14, your Company set up a unique initiative in Saudi Arabia by launching the world's first all-women Business Process Services unit. Your Company is investing on an on-going basis, to build its brand in key markets. I am delighted to inform you that your Company has become the Title Sponsor of the TCS New York City Marathon, which is one of the world's largest and most famous long-distance races.

I am also happy to report, that your Company was recognised world wide, for its leadership and excellence, across various dimensions, by influencers, customers and media.

On behalf of the entire Company and its leadership team, I want to thank all shareholders for their co-operation and commitment. I look forward to your continued support, as your Company embarks on the next phase of its growth journey.

Warm regards  
**N Chandrasekaran**  
Chief Executive Officer and  
Managing Director  
May 21, 2014



# Customers Speak



TCS North America Customer Summit - 2013



World Economic Forum (DAVOS) - 2014



TCS Australia & New Zealand Customer Summit - 2013

"TCS has been a very strategic partner for us... They've helped us deliver on so many key business results, as a new, stand-alone company. They have worked diligently with us to identify where we need to be in terms of our business systems, infrastructure, application portfolio."

**Ray Lowry**  
Chief Information Officer,  
McGraw Hill Education

"Anything is possible, from modifying our architecture to a complete provider and system switch. In TCS, we have unearthed a partner with whom we can collaborate on any technology, no matter what direction we choose to take."

**Otmar Preisinger**  
IT Director, SCM Planning Services,  
Infineon Technologies AG

"We needed a partner, who had the right people, the right behaviour, and the culture that would really gel with National Grid's own culture to make this a success."

**Jon Carlton**  
Director of Shared Services,  
National Grid (UK)

"TCS certainly deserves a word of appreciation and congratulations for helping us to deploy a system that has a high degree of complexity within the deadline of about nine months."

**Rui Marcelo**  
CIO, Application Services,  
CTM

"The Global Network Delivery Model proved to be very efficient. With the experience we gained we are now looking at other areas where we can replicate this process, achieving even more benefits."

**Marc Groot Rouwen**  
Vice President,  
Head of Back Office Application Services,  
ING Bank

"Over the years, TCS has built processes and knowledge of our systems and shown us that they can deliver on large-scale projects. The real differentiating factor is TCS' processes and efficiencies they bring to the table, not just once in a while, but every day."

**Gerard Insall**  
CIO,  
ABG

# Associates Speak



TCS is a place that brings people from across the planet together, working for a common goal and sharing a common passion. It is a place that delights with diversity and inspires with diligence. It is also a place that surprises us, makes us realise how different we are and yet how similar, how varied our cultures and yet, how unyielding our ambition. As a few of our associates share their thoughts, we realise how diversity creates a workforce that is efficient, open, and sensitive.



No matter where we are, and how different,  
We have more things in common than we can imagine

"We all want the same things in life. We want our families secure, have the opportunity to work but above all, we all like to interact in a social way and everybody learns from one another. Working in TCS is like working abroad but staying at home, the best of two worlds."

**Bertus**  
South Africa

"Working remotely, with almost 100 percent of my team distributed in different worldwide locations, would never be possible without a good and constant team communication that the associates at TCS have."

**Carolina**  
Montevideo

"The diversity in TCS gives everybody the chance to overcome misconceptions, stereotypes and the like. There is a need to monitor one's thoughts against generalisation. Once generalisation stops, respect grows."

**Marc-Andre**  
Montreal