

TATA COMMUNICATIONS



EMPOWERING
TOMORROW

TATA COMMUNICATIONS
AT A GLANCE

SAFE HARBOUR

Certain words and statements in this presentation concerning Tata Communications and its prospects, and other statements, including those relating to Tata Communications expected financial position, business strategy, the future development of Tata Communications' operations, are forward-looking statements.

Such statements involve known and unknown risks, uncertainties and other factors, including financial, regulatory and environmental, as well as those relating to industry growth and trend projections.

These risks may cause actual results and performance of Tata Communications, or industry results, to differ materially from those expressed or implied by the forward-looking statements

These risk factors are disclosed in detail in the Annual reports available on Tata Communications Limited official website [www. tatacommunications.com](http://www.tatacommunications.com)

Tata Communications is under no obligation to update or alter its forward-looking statements.

WE ARE TATA COMMUNICATIONS

We are a leading Commtech player, and we enable the future of digital landscape

We are part of India's multibillion-dollar conglomerate, the prestigious Tata Group.

USD 2.6 Bn+

FY24 Revenues

2,00,000+ km

extensive terrestrial fiber

~5,000+

customers (including 300 of the Fortune 500)

\$6.5Bn+

Market Cap

5,00,000+ km

round-the-globe sub-sea optical fiber

190+

countries of operation

OUR TRANSFORMATIVE JOURNEY OVER THE YEARS



**FINANCIAL
FITNESS****Truly Compliant****Fit to Compete****Fit for Growth****GROWTH
PLAN****WHO**

- Named Top customer focus
- Customer intimacy & customer solution orientation
- Migrating customers to higher revenue bands
- Flawless execution & improved NPS

WHAT

- Scalable and profitable portfolio
- Differentiated products & services with own IP & platform play
- Superior competitive positioning & proposition articulation
- Agile product development

HOW

- Right operating model
- Value-added Service Wrap
- Simplifying our structure in the eyes of our customers
- Delivering & monetizing superior CX

Innovation, AI and Automation at the core

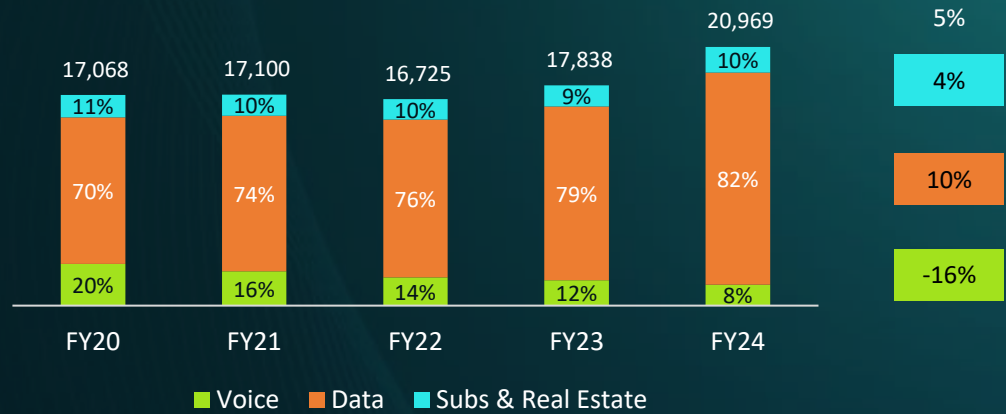
Sustainability at the core

CULTURE

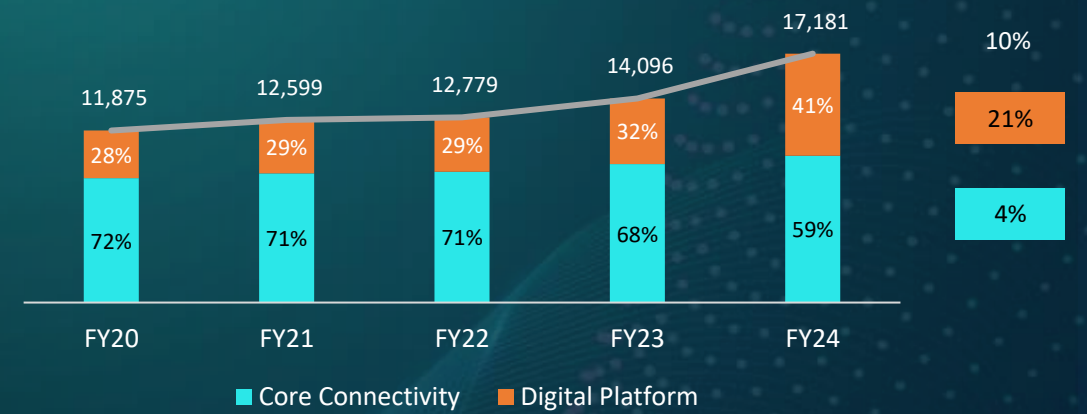
- Shift from skills to capabilities development
- Great place to work + employee engagement
- Talent acquisition and management
- Sharpen Sustainability focus

OUR TRANSFORMATION STORY IN NUMBERS

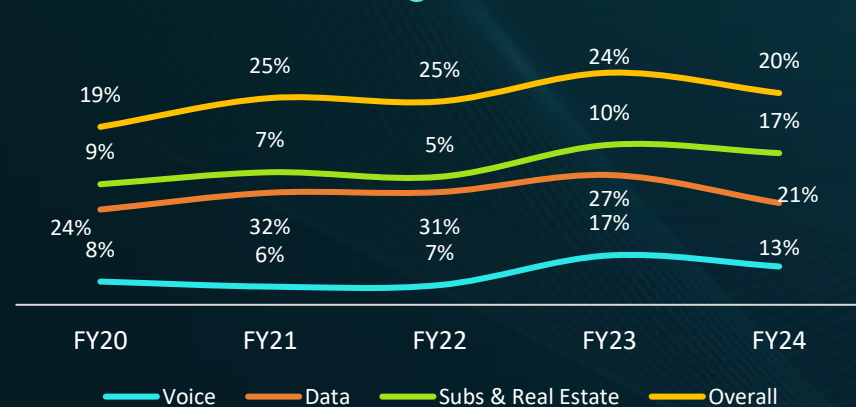
Revenue Mix Change



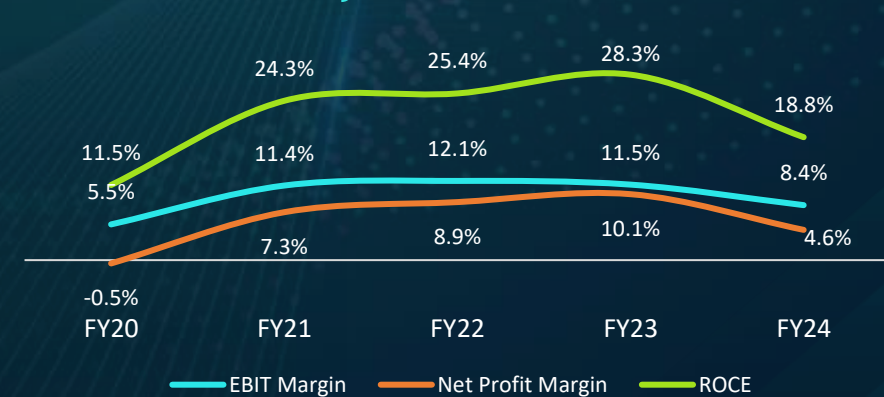
Data Story



EBITDA Margin Profile



Key Metrics



Digital
Portfolio
Revenue
(₹ Crores)

3,446
FY20

CAGR 19.6%

7,053
FY24

Digital Portfolio **41%**
of Data Revenue



*Includes NetFoundry

WE ARE A LEADING COMM TECH PLAYER



Traditional TELCOS

Larger focus on wireless services

Commoditized services

Enterprise business about leveraging wireless investments

Horizontal offerings

High Capex, low ROCE business



COMM TECH

Enterprise focused

Customer centric platform approach

Focus on digital solutions

Curated Scalable, secure & differentiated offerings

Healthy ROCE business



System INTEGRATORS

Enterprise focused

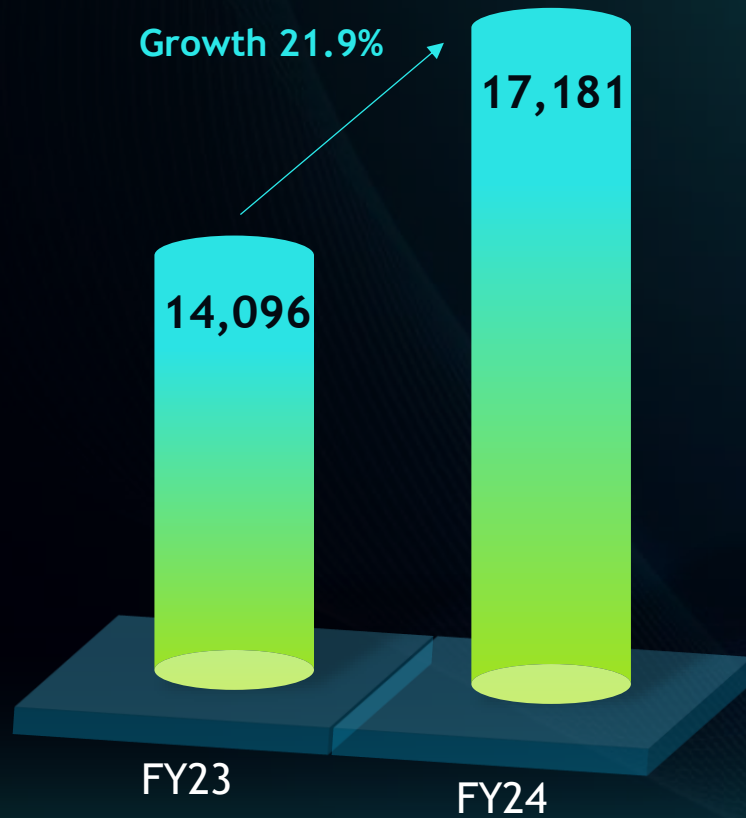
Software based solution stack, manages improvements to a client's tech stack

Focus on deployment-to-operation lifecycle of a complex IT solution

Curated solutions

Very high ROCE business

Data Revenue (₹ Crores)



Million Dollar Club



+18
FY23-FY24

5 Million Dollar Club

Customers Added

INVESTING FOR GROWTH ACROSS DIMENSIONS



SUSTENANCE

~2% Of Gross Revenue

BAU Investments on the underlay maintenance



CUSTOMER SUCCESS & EXPANSION

Average Capex of ~USD 180 Mn over the last 3 years

Customer and Deal Specific capex



CONTINUOUS INVESTMENTS IN NEW PRODUCTS

~USD 130 Mn invested in last 2 years

Investments in innovation has expanded our relevance quotient



INORGANIC

~USD 360 Mn with 3 acquisitions in a row in FY24

Expanding capabilities, scale and geographical presence

METICULOUS INVESTMENT ALLOCATION WITH AN EYE ON RETURN TO AMPLIFY VALUE CREATION

WE ARE NOT STOPPING HERE, THE JOURNEY CONTINUES



Focused to deliver sustainable and profitable growth

RIDING THE INDIA GROWTH STORY; SCALING INTERNATIONAL WITH DIGITAL FABRIC

Market leader in BFSI, ITeS, Manufacturing & Retail; Digital Fabric deployed in key federal projects



Investments in new platforms will expand TAM and Wallet Share in International markets



~30%
(FY23-24)

Overall Enterprise Data
Revenue Growth

~13%
YoY Growth
**India
Enterprise**

~47%
YoY Growth
**International
Enterprise**

Leading the DC-DC connectivity, modernisation and enablement of cloud journey of enterprises



Aspiration to reach \$1 Bn in revenues from US in medium term



WHAT IS DRIVING DEMAND FOR OUR DIGITAL FABRIC?

Emerging Trends & Opportunities



Network

- Convergence of Network & Security, Wired & Wireless
- Cloud Networking category due to rising complexity/cost
- Need to modernize networks to cater to evolving landscape & fluctuating business demand
- Consistent security & user experience for users accessing any resource



Cloud & Security

- Hybrid, complex cloud landscape - Private + Public + Purpose built clouds, increasing security & compliance needs
- Digital transformation increasing complexity/ attack surface, including AI



Interaction

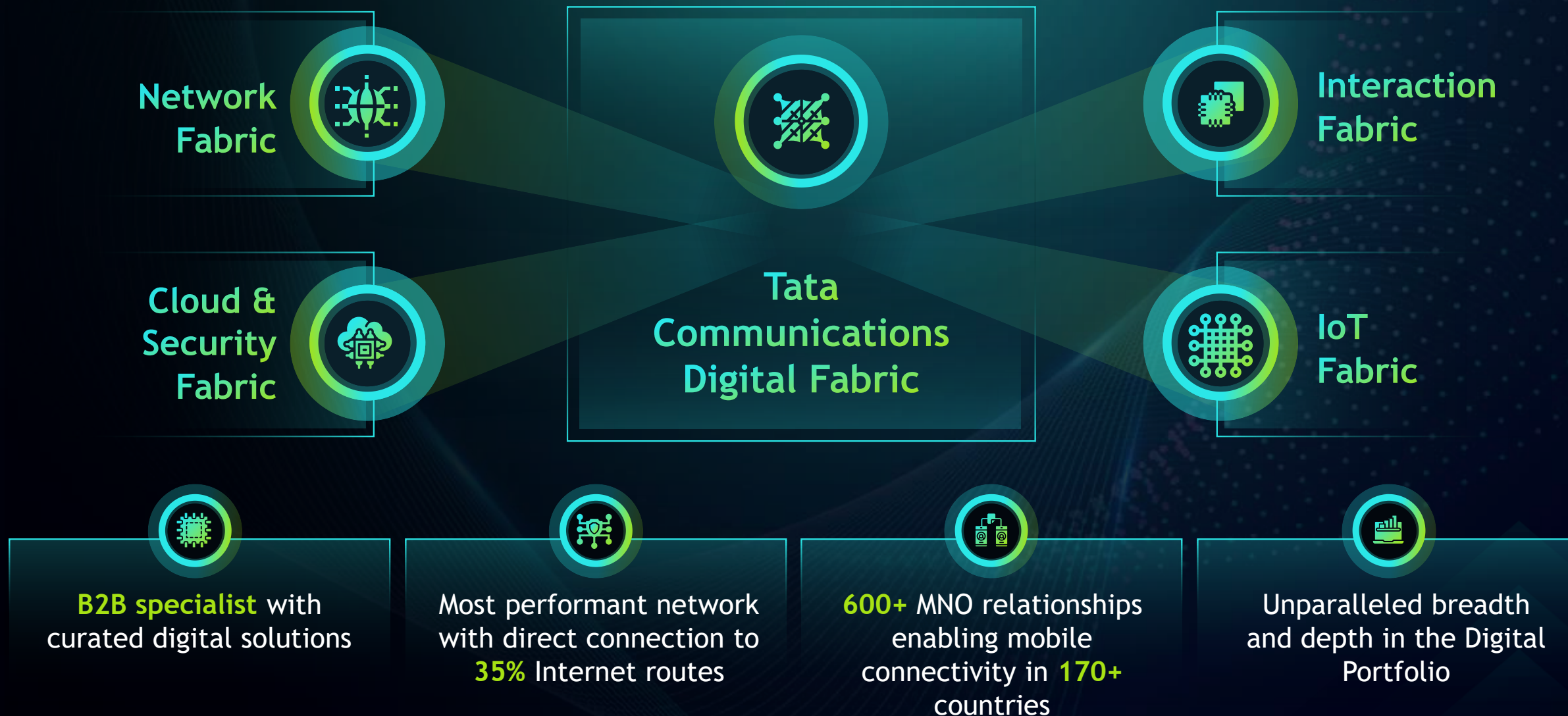
- Need for convergence of diverse interaction platforms
- AI - ML driven personalised interactions



IoT

- Integrated Hardware & IoT platforms
- Complexity resulting from multi-modal connectivity
- Intelligence at “Edge”

OUR DIGITAL FABRIC WELL POSITIONED TO SERVE THESE NEEDS



NETWORK FABRIC: WHAT IS OUR RIGHT TO WIN?

- Investment in transforming the Tier 1 network which is now software defined - composable, intent based & intelligent platform with on demand service features
- Investment in new platforms such as Multi Cloud Connect, a software defined cloud interconnect platform; to the cloud, within the cloud & between the cloud
- Global scale, converged network capability to offer end to end predictable performance & SLAs in 150 countries, with AI/ML enabled proactive management capabilities
- Holistic SDWAN/ SASE deployment: Automation led delivery & AI led assurance

Transforming enterprise networks with 1st time right deployment **99.8%** of times
95%+ proactively identified 1st level fault diagnosis



CLOUD & SECURITY FABRIC: WHAT IS OUR RIGHT TO WIN?

CLOUD

- Fully compliant & purpose-built sovereign cloud
- No lock in, performant & scalable cloud
- Investment in & launch of CloudLyte - an Edge Platform

Direct connectivity to all cloud giants with
30% reduction in total cost of ownership

SECURITY

- Eliminated blind spots & reduced attack surface with cloud enabled threat detection platform (Cloud SOC)
- Quick time to value with rapid on-boarding on threat detection platform (Cloud SOC)

90% Reduction in Mean Time to Detect/Respond

**BLUE DART**

INTERACTION FABRIC: WHAT IS OUR RIGHT TO WIN?

- Comprehensive Customer Interaction Suite - Combined capabilities of Next-Gen CPaaS, CCaaS and UCaaS platforms for seamless integration & reduced total cost of ownership
- Next-gen interaction platform with rich OTT conversational channels and hyper personalized intelligent interactions

Ranked **7th** globally by Juniper Research with
60 Bn+ interactions in a year



MAERSK



SWIGGY

amazon pay



isybank

SOPHOS

AirAsia

IoT FABRIC: WHAT IS OUR RIGHT TO WIN?

- Unique capability to offer seamless & converged connectivity through Mobile as well as Stationary networks
- 4G/5G, Private 5G, LoRa WAN, WiFi 6
- Multi-access, insight rich, secure and modular IoT enablement & orchestration platform for global deployments
- IoT Fabric empowering MVNOs/MNOs to provide a seamless digital experience to their customers

“Established Leader” in Juniper Research Cellular IoT & eSIM 2024 Leaderboard



MEDIA & ENTERTAINMENT SERVICES - A FUTURE OF WOW, DELIVERED NOW



WELL POISED TO CAPTURE THE AI OPPORTUNITY

Our AI Cloud Architecture Workloads



Model Training



Fine Tuning



Inferencing

Our Offerings Snapshot

GPU as a Service

Scalable GPU clusters with flexible reserve & on-demand hourly rates

Model as a Service

Open-source or proprietary pre-trained models accessible via APIs

Inferencing as a Service

Customer-specific, fine-tuned models via tokens



We are ready to leap big



We will invest for long term

VALUE UNLOCKING AN IMPORTANT CATALYST TO OUR GROWTH ENGINE



We have enough financial elbow room to invest in growth and innovation

OUR AMBITION



KEY METRICS



TATA COMMUNICATIONS



EMPOWERING
TOMORROW

THANK YOU