

TATA COMMUNICATIONS



INSTITUTIONAL INVESTORS & ANALYSTS MEET 2024

12TH JUNE 2024

SAFE HARBOUR

Some of the statements herein constitute “forward-looking statements” that do not directly or exclusively relate to historical facts. These forward-looking statements reflect our intentions, plans, expectations, assumptions and beliefs about future events and are subject to risks, uncertainties and other factors, many of which are beyond our control. Important factors that could cause actual results to differ materially from the expectations expressed or implied in the forward-looking statements include known and unknown risks. Because actual results could differ materially from our intentions, plans, expectations, assumptions and beliefs about the future, you are urged to view all forward-looking statements contained herein with caution.

Tata Communications does not undertake any obligation to update or revise forward looking statements, whether as a result of new information, future events or otherwise.

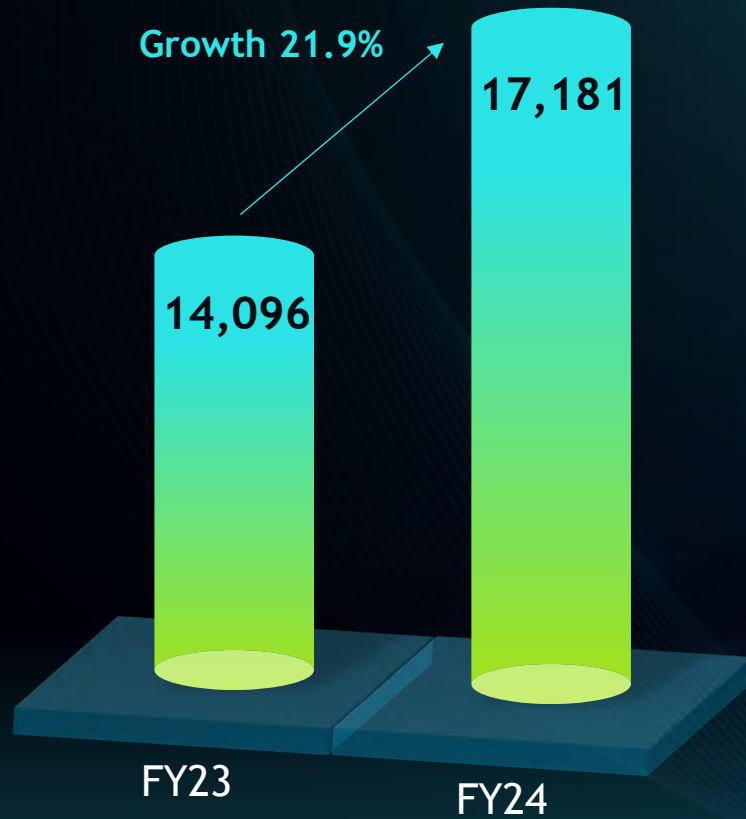
KEYNOTE ADDRESS

LOOKING BACK AT THE KEY METRICS

THE MARKET OPPORTUNITY

OUR PLAY TO WIN

Data Revenue (₹ Crores)



Million Dollar Club



+18
FY23-FY24

5 Million Dollar Club

Customers Added

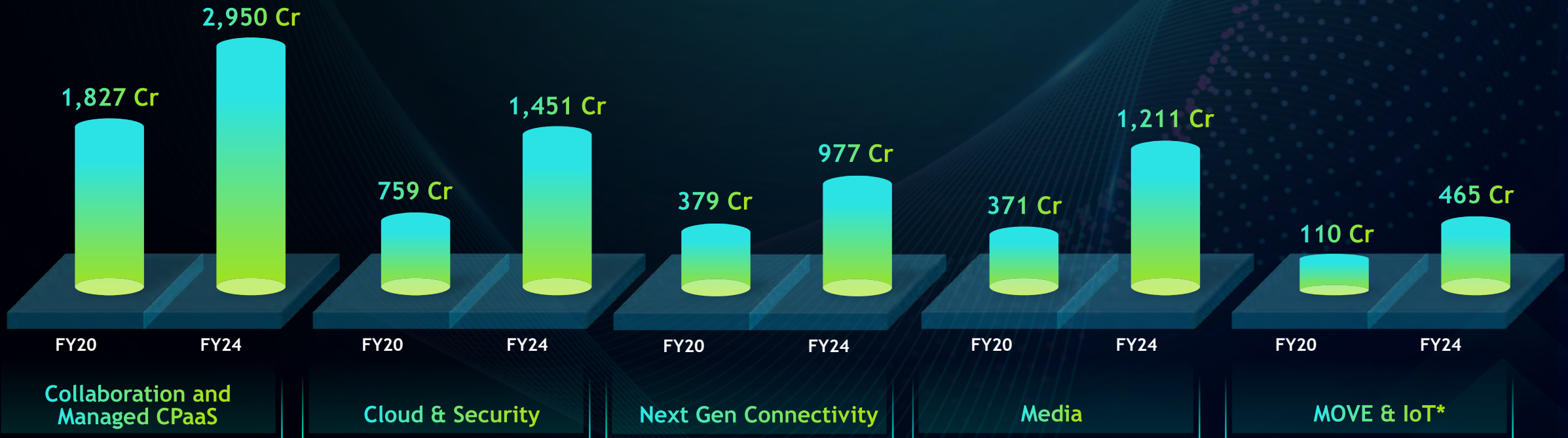
Digital Portfolio Revenue (₹ Crores)

3,446
FY20

CAGR 19.6%

7,053
FY24

Digital Portfolio **41%**
of Data Revenue



*Includes NetFoundry

RIDING THE INDIA GROWTH STORY; SCALING INTERNATIONAL WITH DIGITAL FABRIC

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



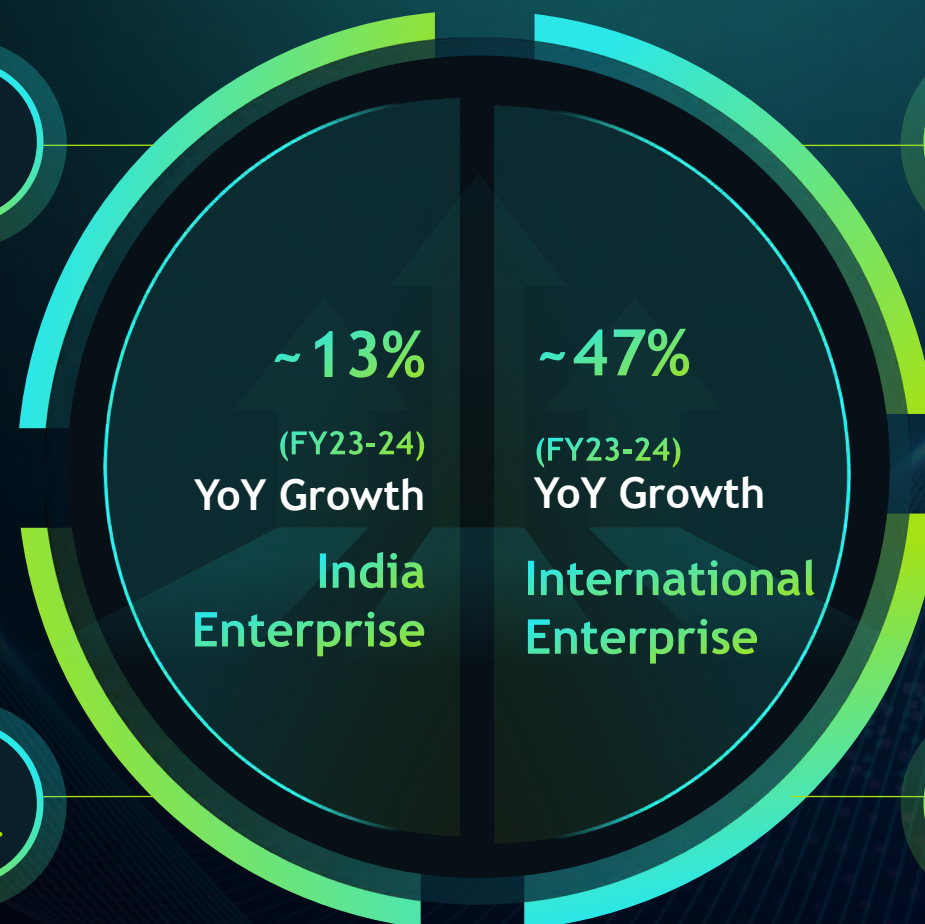
Investments in new platforms will expand TAM and Wallet Share in International markets



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



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**

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



RISING RELEVANCE OF OUR DIGITAL PORTFOLIO

THE FUTURE IS HYPERCONNECTED ECOSYSTEMS



Real Time



Always ON -
Anywhere ON



Seamlessly
Collaborative



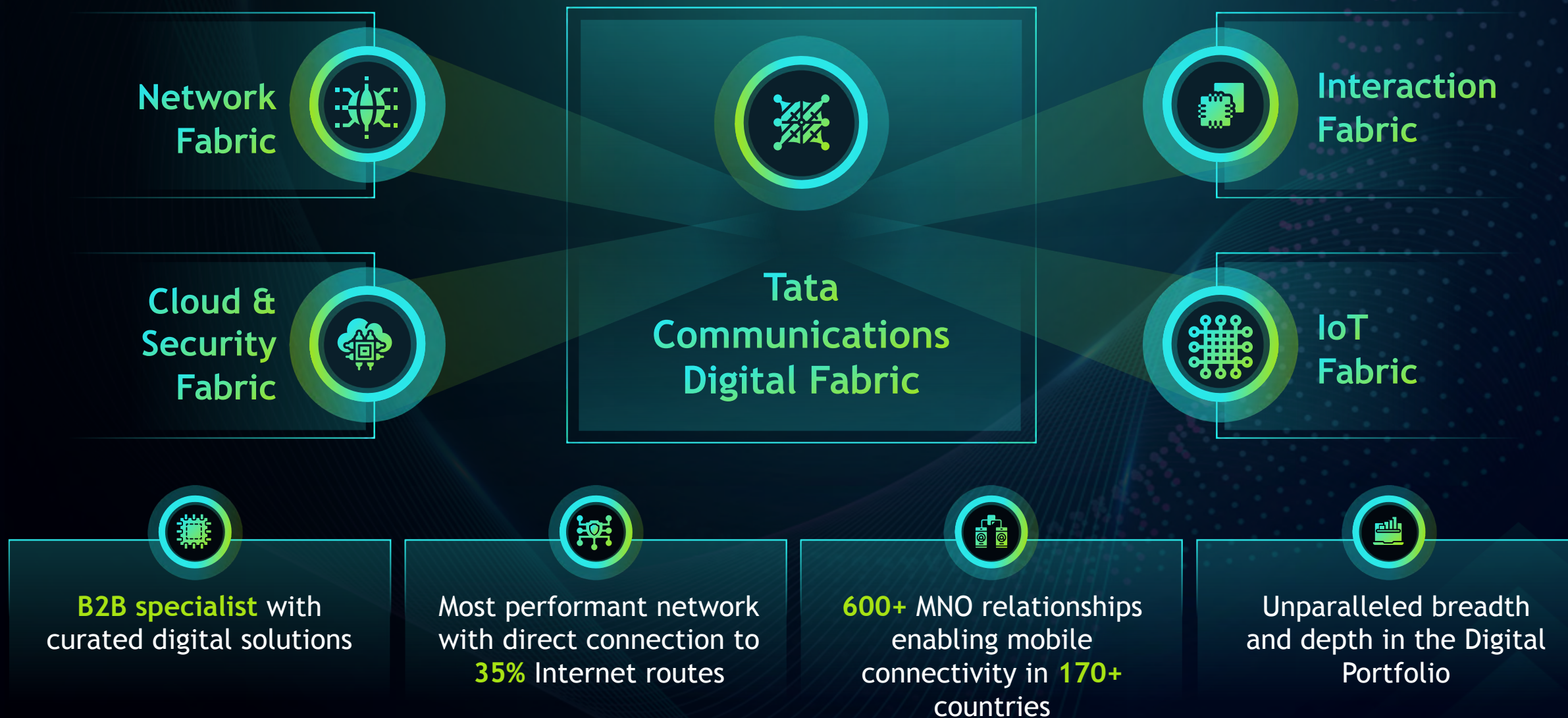
Intelligent &
Always Learning

We are
The Digital Fabric

enabling enterprises to succeed in their

Hyperconnected Ecosystems.

OUR DIGITAL FABRIC WELL POSITIONED TO SERVE THESE NEEDS



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 channels
- AI - ML driven personalised interactions



IoT

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

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



OUR RELEVANCE IS GROWING

Our TAM is expanding

As enterprises prioritise digital transformation, the available market of our digital fabric is expanding

	FY25	Investments in new platforms expanding and deepening our TAM	FY28
Network Fabric	\$186 Bn 		 \$205 Bn
Cloud & Security Fabric	\$39 Bn 	Customer Interaction Suite	 \$61 Bn
Interaction Fabric	\$59 Bn 	IZO™ WAN & Managed Wifi	 \$87 Bn
IoT Fabric	\$73 Bn 	SDWAN 2.0 & SASE	 \$98 Bn
		IZO™ MCC	

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



Increasing volume of content getting distributed

Need to personalize content experiences for fans across demographics

Cost pressure from uptick in media rights spend

The trinity:
Cloud, Gaming, Interactivity



A \$12 Bn Addressable Market



Video
Transmission



Video
Production

A \$10 Bn Addressable Market



Media
Hub



Media
Cloud

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



A \$12 Bn Addressable Market



Video
Transmission



Video
Production

A \$10 Bn Addressable Market



Media
Hub



Media
Cloud



Official Broadcast Connectivity Provider of Formula 1*



CONNECTIVITY SUPPLIER



**Global Streaming
Majors**

Global media transport network to over **1,000+**
media hotspots across **400+** cities

Leaders in providing a private video transmission
network, with onsite & remote production

CloudLyte edge platform for Media with **26** global
and **7** regional edge locations

Media Hub - A full suite of cloud-based solutions
coupled with super dense edge nodes

LEVERAGING THE COMMTECH PLAY

The adoption of our Digital Fabric is increasing

We Are

Creating a
differentiated
space

Creating &
capturing new
demand

Breaking the
value cost
trade off

Industry Leading NPS

79
FY24



EMBEDDING AI AT CORE OF EVERYTHING WE DO

EMBEDDING AI IN OUR INTERNAL PROCESSES

Investments in AI



AI CoE

20+

Data Science and
Modeling teams



Upskilling

1,240+

Employees trained
in AI



Projects

40+

AI projects
funded

Impact on Efficiency



Banked Benefits

\$4.2 Mn

from efficiency gains

97%

Trouble ticket automation in
service assurance

60%

Of India orders
Zero touch auto feasibility engine

30% reduction

in service downtime with IP
backbone routing

26%

reduction in L&D costs
Talent central powered by AI

EMBEDDING AI IN THE PRODUCTS

Network Fabric

Network Analytics

Network fault prediction &
bandwidth on demand

Exceeding industry benchmark,
80% accuracy

Cloud & Security Fabric

AI Cloud

Platform as a Service &
Infrastructure as a Service

TATA COMMUNICATIONS



Security

AI for advanced threat
detection & response

Interaction Fabric

Customer Interaction Suite

Conversational AI

AI based Orchestration

IoT Fabric

IoT Video Analytics

Computer vision driven
opportunities

MOVE™

Predictable SOTA updates based on
best window

WELL POISED TO CAPTURE THE AI OPPORTUNITY

Our AI Cloud Architecture Workloads



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

DIGITAL FABRIC MUST FOR ENTERPRISES TO ACCELERATE AND EMBRACE AI

AI Embedded Tata Communications Digital Fabric



Products & Platforms



AI Cloud as a
Platform



AI Native Products

Relevance Quotient is accelerating fast

OUR ESG INITIATIVES ARE ALIGNED WITH TATA GROUP'S PROJECT AALINGANA

People

Our investment in capacity & capability is bearing fruit

Top Quartile, benchmark ESAT: **100 bps** more than average for Global Best Employers*

Fostering “Learning Organisation” **9.6 Learning Days Per Year**, an industry benchmark, **82%** delivery thru’ Digital platforms; omni channel, omni device

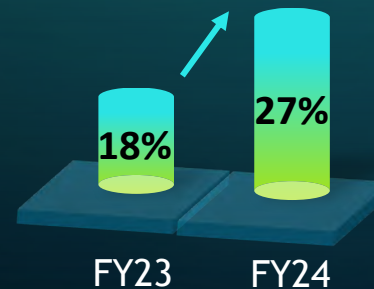
Gender Diversity

Y-o-Y increase of **80 bps**
Y-o-Y increase in Women in Middle Management by **180 bps**

Planet

Our Sustainability journey has gathered pace

Share of Renewable Energy increasing



Validated Science Based Target Initiative (SBTI) Carbon program institutionalised

Carbon Disclosure Project (CDP): Recognised in the “**Leadership**” band

Community

Community at the heart of everything we do



Volunteering

6.5 per capita volunteering hours
Lives touched - **330,600**

TATA Affirmative Action Program Assessment (SC/ ST, Marginalized Women & Persons with Disabilities)
Recognised in the “**Leadership**” band

Climate Resilient Village Program in Meghalaya

Smart Cookstoves & Solar Electrification for **30k** households

WE ARE NOT STOPPING HERE, THE JOURNEY CONTINUES



Focused to deliver sustainable and profitable growth

TATA COMMUNICATIONS



SCALING GROWTH

TECHNOLOGY CONTINUES TO BE ON TOP OF THE AGENDA OF CEOs

45%

of CEOs

Think that their organizations will be unviable without change

#1

Digitisation/Technology is the top area of strategic shifts identified

88%

of CEOs

Struggle to capture value from tech investments



Mortality rate is increasing



Technology as the savior



Tangible ROI of tech investments



India Market Trends

- Demand for **integrated** solutions
- **Co-creation** approach v/s standard solutions
- **Government spends** on cloud, security, citizen services
- **Retail** players aiming **IT simplification** & **real-time analytics** to drive efficiency and agility

iftas


JUBILANT


TATA STEEL


**national
health
authority**
सत्यमेव जयते

ICICI Bank



BOI 

 **BAJAJ
FINSERV**

 **GeM**
Government
e Marketplace

Mahindra
LOGISTICS

 **LTIMindtree**

EXL

INDIA CONTINUES TO OFFER GROWTH OPPORTUNITIES



India Market Trends

- Demand for **integrated** solutions
- **Co-creation** approach v/s standard solutions
- **Government spends** on cloud, security, citizen services
- **Retail** players aiming **IT simplification** & **real-time analytics** to drive efficiency and agility



DP&S share increased by **increased by 50%** in 5 years



Large Deal count **increased 2x** in 2 years



22% increase in average Deal Size in 2 years



Major drivers of growth -> **CIS, Cloud & Next Gen Connectivity**

THE INTERNATIONAL MARKET TRENDS INDICATE MANY AREAS OF PARTICIPATION



Customer Trends

- Cost Transformation as a lever to fund innovation
- Need for demonstrating ROI and business outcomes for tech investments
- Prioritizing investments on propositions with specific industry use cases
- CX Transformation a key focus across industries
- Banks warming up for Network Transformation

HITACHI

Brambles



RICOH

WACKER



LVMH



CLARIANT

THE INTERNATIONAL MARKET TRENDS INDICATE MANY AREAS OF PARTICIPATION



Customer Trends

- Cost Transformation as a lever to fund innovation
- Need for demonstrating ROI and business outcomes for tech investments
- Prioritizing investments on propositions with specific industry use cases
- CX Transformation a key focus across industries
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DP&S share **increased by 90%** in 5 years



2x growth in **new logo** acquisition in 2 years

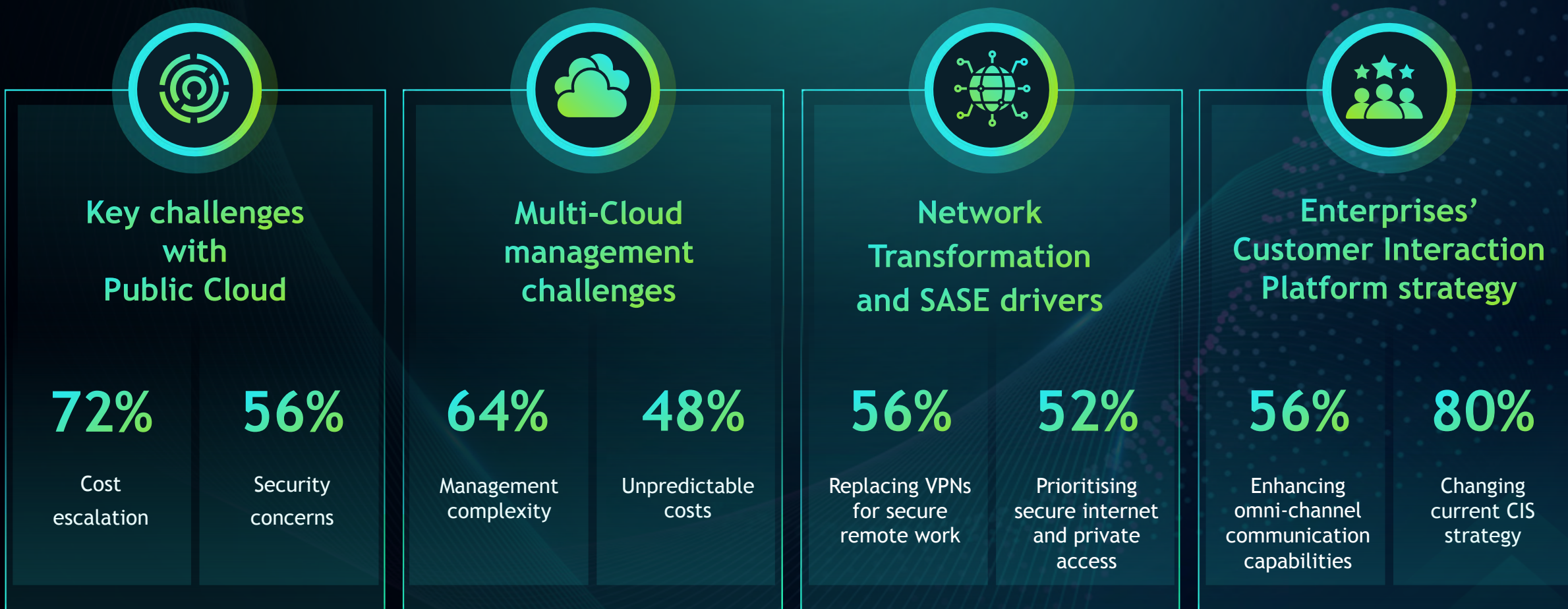


81% increase in funnel in 2 years with **DP&S Funnel growing @ 104%**



Large Deal count **increased by >2x in 2 years**

OUR CUSTOMERS PRIORITIES IN KEY TECH AREAS ALIGN WITH OUR VALUE PROMISE



Voice of Customer

...ENABLING US TO SCALE OUR KEY PROPOSITIONS



Key challenges
with
Public Cloud

IZO™ Private Cloud

intellect

EXL

SBI

**TATA
STEEL**



Multi-Cloud
management
challenges

MCC

L&T Infotech

**JAGUAR
LAND-ROVER**

smith&nephew

**KION
GROUP**



Network
Transformation
and SASE drivers

SDWAN SASE

symrise
always inspiring more...

**JAGUAR
LAND-ROVER**

DNV

BOI



Enterprises'
Customer Interaction
Platform strategy

CIS

**AMERICAN
EXPRESS**

MAERSK

Uber

Capital One

OUR BREADTH & DEPTH OF MARKET PARTICIPATION IS INCREASING



FROM TECH DEBT TO TECH DIVIDEND VIA CLOUD SOLUTIONS

BUSINESS CHALLENGE

- Integrating New CRM & Contact Centre
- Inconsistent CX, High Cost, Legacy Tech Debt
- Integrating multiple clouds & platforms
- Inconsistent application performance



Empowered cloud first experiences
through contact center
transformation & connecting public-
private clouds across geographies

VALUE DELIVERED

- Scalable **multi geography** contact centres
- **Higher NPS** through superior CX
- **Scalable & Performant** architecture
- **90% of ticketing** revenues with **100% availability**

What Next

Cloud & Security Fabric

Network Fabric

Interaction Fabric

BRINGING WORLD'S THIRD LARGEST SPORTING SPECTACLE TO LIFE

BUSINESS CHALLENGE

- Transformation of complex TV production from onsite to cloud
- Multiple vendors for network, video transmission, production, security and collaboration
- Need for next generation host broadcasting capabilities on a digital platform



Exclusive Technology & Production
partner for World Athletics

VALUE DELIVERED

- **Scale:** Deliver live video from **50+ events** annually to over **1 Bn viewers** from 140+ countries globally
- **Experience:** Deliver **low latency** broadcast product with immersive experiences
- **30% reduction in cost** through use of cloud & next gen edge to replace multiple vendors

What Next

Media Edge Solutions

Interaction Fabric

AI Cloud

ENABLING NEXT GENERATION OMNI CHANNEL CUSTOMER ENGAGEMENT

BUSINESS CHALLENGE

- No uniform CX & brand experience across dealers
- Declining service revenues
- Lower close rates
- Lack of centralized visibility



360-degree Digital Customer Experience across all four stages of buyer journey - Acquire, Transact, Serve, Retain

VALUE DELIVERED

- ~**16%** growth in post-sales revenue generation
- ~**27%** decrease in cost to serve
- **20%** increase in customer outreach
- **30%** reduction in manpower requirement

What Next

IoT Fabric

Network Fabric

Industrial Connectivity
as a Service (ICaaS)

ENHANCING CUSTOMER EXPERIENCE FOR ONE OF THE TOP 3 UK RETAILERS

BUSINESS CHALLENGE

- Improve CX through omni-channel experience
- Reducing operational costs, be competitive
- Minimising losses due to theft and fraud
- Increasing in-store conversions and basket size

LEADING UK
RETAILERCloud-based, omni-channel
customer interaction platform

VALUE DELIVERED

- **220 Mn** interactions annually improving CX by **~5%**
- **20-25%** reduction in operational costs*
- **15%+ reduction** in theft/fraud through IoT, Vision tracking & Security solutions*
- **20%+ faster time** to launch new stores through pre-packaged Edge solutions*

What Next

IoT Fabric

Interaction Fabric

Industrial Connectivity
as a Service (ICaaS)

WE ARE BEING NOTICED FOR OUR IMPACT AND SUCCESSES...

FINANCIAL TIMES

Tata Communications Ltd, Tata Communications Ltd

Singapore Airlines partners with Tata Communications to enhance customer experience for their discerning customers

NOVEMBER 7, 2023

Signs a multi-year agreement for intelligent and intuitive digital solutions

SINGAPORE and MUMBAI, India, Nov. 7, 2023 /CNW/ -- Tata Communications, a global digital ecosystem enabler and Singapore Airlines Limited (SIA), the national carrier of Singapore, announced a multi-year agreement to transform the airlines communications and collaboration tools to enhance employee productivity and boost user experience.

THE WALL STREET JOURNAL.

World Business U.S. Politics Economy Tech Finance Opinion Arts & Culture Lifestyle

FASTER, MORE FLEXIBLE, BETTER QUALITY: JLR TO DIGITALLY TRANSFORM ORGANISATION THROUGH PARTNERSHIP WITH TATA COMMUNICATIONS

December 12, 2023

Share Resize

- JLR partners with Tata Communications connecting 128 JLR global sites with cloud-first, software defined network capability
- Tata Communications will deploy a digital architecture enabling JLR to enhance vehicle build quality through real-time data diagnosis from production lines
- Advanced network capability to power AI adoption for JLR, providing robust and predictive risk management to reduce disruption to manufacturing

mint

Tata Comm aims \$1 bn US business in 3 years

Acquisition of Switch and Ruckus, hyperscalers to help drive growth

Tata Communications Limited (TCL) aims to achieve \$1 billion in US business within three years, according to a report by the Wall Street Journal. The company, which is a subsidiary of Tata Group, has been expanding its US presence through acquisitions and partnerships. The report mentions that the company has acquired Switch and Ruckus, and is working on partnerships with hyperscalers to drive growth.

THE ECONOMIC TIMES

JLR strengthens partnership with Tata Communications for digital transformation

Jaguar Land Rover (JLR) on Tuesday announced the strengthening of its partnership with Tata Communications for digital transformation of its Indian operations. The partnership will focus on enhancing the digital capabilities of JLR's Indian operations, including the implementation of cloud-based solutions and the adoption of artificial intelligence (AI) and machine learning (ML) technologies.

BUSINESS INSIDER

Why Bharat Moto GP 2023 was a Broadcasting Marvel for Motor Sports.

Drive Motor

The 2023 Bharat Moto GP was a broadcasting marvel for motor sports, thanks to the partnership between Tata Communications and the event organizers. The partnership enabled the event to be broadcasted in high quality, with minimal latency, and with a wide range of camera angles and views. This was a significant achievement for the event, and it demonstrated the power of Tata Communications' digital capabilities.

AUTOSPORT

How F1 partner Tata is laying the groundwork for 8K TV future

Just as Formula 1 pushes boundaries with technology on track, so too has it historically been at the cutting edge of developments with its television coverage.

UK

Forbes

Tata Communications Sets Up For U.S. Growth with Multicloud Strategy

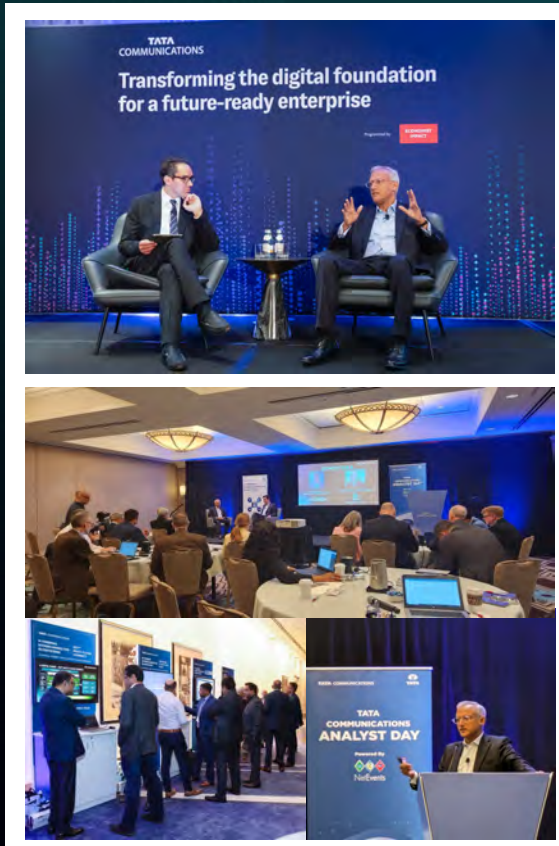
India

One of the core strengths of Tata Communications lies in its ability to foster a culture of growth and innovation. Lakshminarayanan emphasizes the importance of setting ambitious growth targets, believing that growth is the real oxygen that propels the company forward. By focusing on financial turnaround and investing in future growth opportunities, Tata Communications has demonstrated its commitment to creating an environment where employees can thrive and see new opportunities for advancement. Moreover, the company's emphasis on talent development and global exposure sets it apart. Offering opportunities for employees to work across multiple countries and cultures not only enriches their experience but also aligns with Tata's commitment to diversity and inclusion.

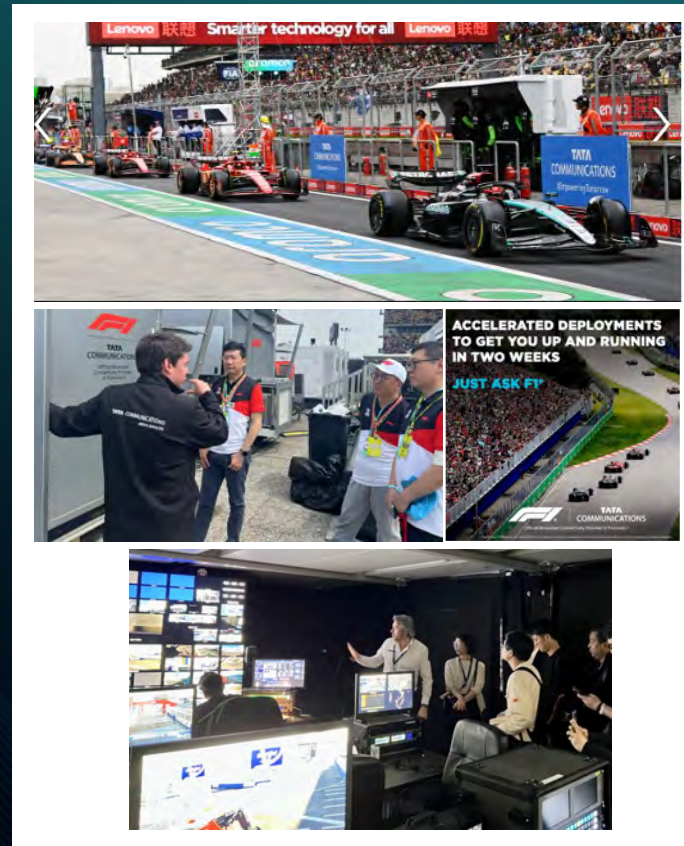
Tata Communications, under the leadership of Amur Lakshminarayanan, has been awarded for its outstanding performance and best practices in several areas, including its commitment to diversity and inclusion.

AND OUR MARKETING INVESTMENTS ARE STRENGTHENING OUR VISIBILITY ACROSS MARKETS

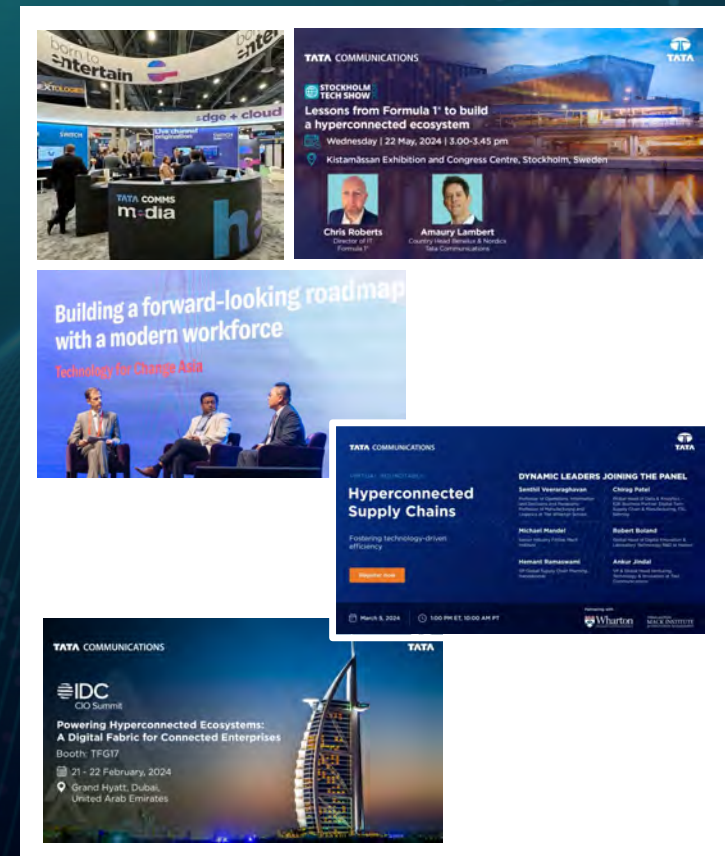
Accelerating Americas



Show & Tell Through Sponsorships



Strengthening Awareness Across Markets & Themes



OUR DIGITAL-LED MARKETING MOTION IS WIDENING AND SUPPORTING OUR SALES FUNNEL

Awareness



- Always on **brand and product** level ads
- Value proposition and **awards and recognition** to build awareness and credibility

Consideration / Retargeting



- Showcase **domain expertise** with specific products/ propositions
- 90 day **retargeting** HV assets like case studies, e-books
- **Concerns** about solutions **addressed** through video trainings, event, webinars

Demand



- Provide **attractive offers** like demos or trials
- 30 day **high intensity retargeting**
- **Capture** contact details with native form fills

Channels

Google Advertising 

Google Discover, GDN Search

Demand Side 

Programmatic Display ads

Remarketing 

Display ads, InMail TLA

Syndication  FOUNDRY.

Display ads, Native content, Nurture Emails

WE ARE BEING RECOMMENDED BY ANALYSTS ACROSS OUR PORTFOLIO...

FY24 Snapshot

33	Total Flagship reports in FY24
17	Rated ' Leaders ' in flagship reports
10	Positioned as Leaders for the first time
21	New/ First time coverage in flagship reports in FY24
6	Frost & Sullivan Analysts Awards

Leader Recognition across portfolio

CIS	<ul style="list-style-type: none">• ISG Contact Centre FY24 report• Juniper - Multiple reports
Network	<ul style="list-style-type: none">• Avasant NMS FY24• IDC - Multiple reports• ISG - Managed SDWAN
IoT	<ul style="list-style-type: none">• Juniper - Multiple reports, 5G Roaming, Wholesale roaming etc• Kaleido - Intl. Pvt. N/W
UCaaS	<ul style="list-style-type: none">• Peak Matrix UCC Specialists• Front Radar - Cloud Connected
Cyber security	<ul style="list-style-type: none">• KupingerCole MDR Leadership
MES	<ul style="list-style-type: none">• Front Global CDN Radar

..AND OUR CATEGORY LEADERSHIP IS BEING ACKNOWLEDGED ACROSS THE PORTFOLIO

Gartner

11 Years of being leader in the
Gartner Magic Quadrant for
Global Network Services

F R O S T
&
S U L L I V A N

Managed Multi-Cloud Service
Provider of the year (India)

Everest Group®

Leader in UCC Specialist
Services

IDC

Major Player in Cloud
Professional Services (APAC)

Customers'
Choice 2023

Customer's Choice in Voice of
customer for Network Services,
Global

kuppingercole
ANALYSTS

Leader in Managed Detection
& Response Service

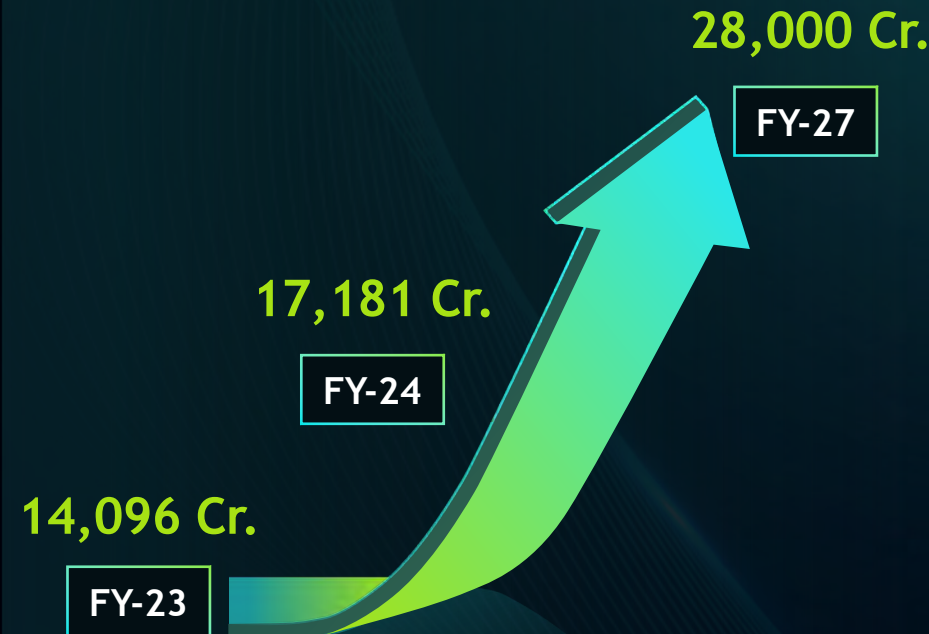
*
ISG

Leader in Contact Centre as a
Service

JUNIPER®
RESEARCH

Established Leader in e-SIM
competitor leaderboard

COLOUR OF OUR SUCCESS IN FY'27



Focused to deliver sustainable and profitable growth

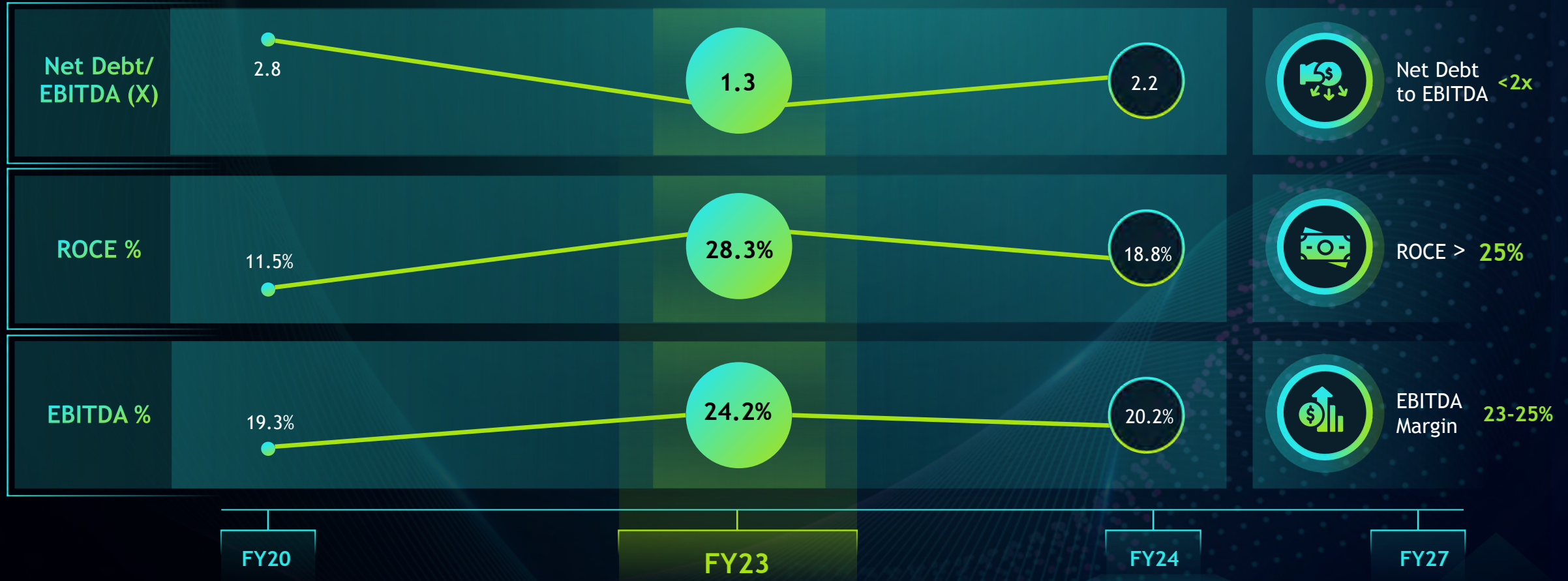
	FY24	FY27
Digital Portfolio	41%	60%+
Million-dollar Club	274	400+
Market Positioning	Leader (IND) & Peripheral (INTL)	Leader (IND) & Formidable Challenger (INTL)

TATA COMMUNICATIONS



FUELLING THE GROWTH ENGINE

WE ARE IN FULL CONTROL OF OUR KPIs



Invested ~USD 610 Mn into business in FY 24 including inorganic investments of ~USD 360 Mn

FIT TO GROW FRAMEWORK



CREATING CAPACITY TO ACCELERATE GROWTH

Accelerating synergies from recent acquisitions

Capture new business opportunities & ride megatrends

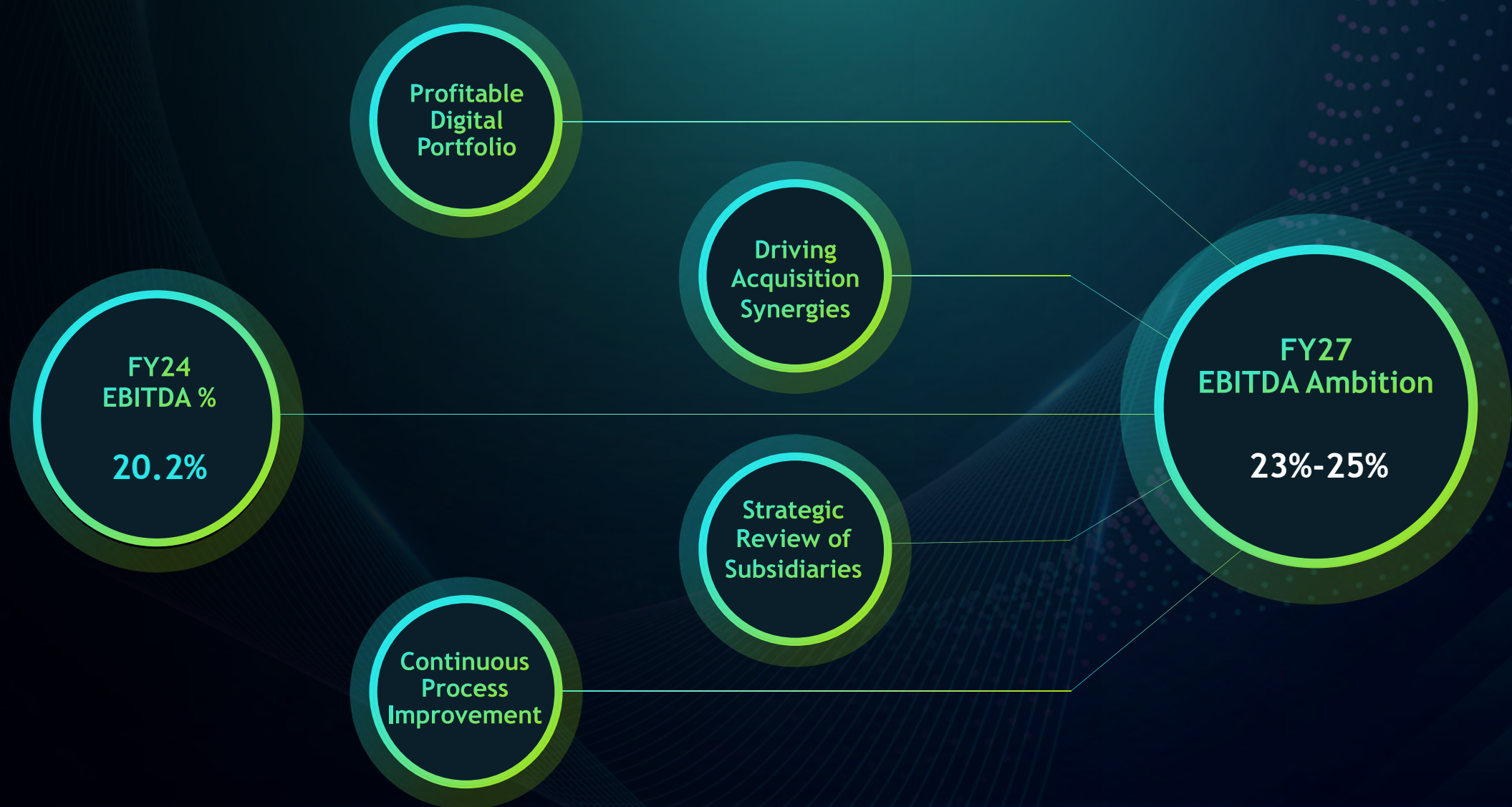
Driving destination margins for each offering in the Digital Portfolio

Building Capacity

Investing Capacity

Continuously invest in innovation and growth

DECODING OUR EBITDA AMBITION



HOW DO WE RETURN TO OUR ROCE AMBITION ?



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



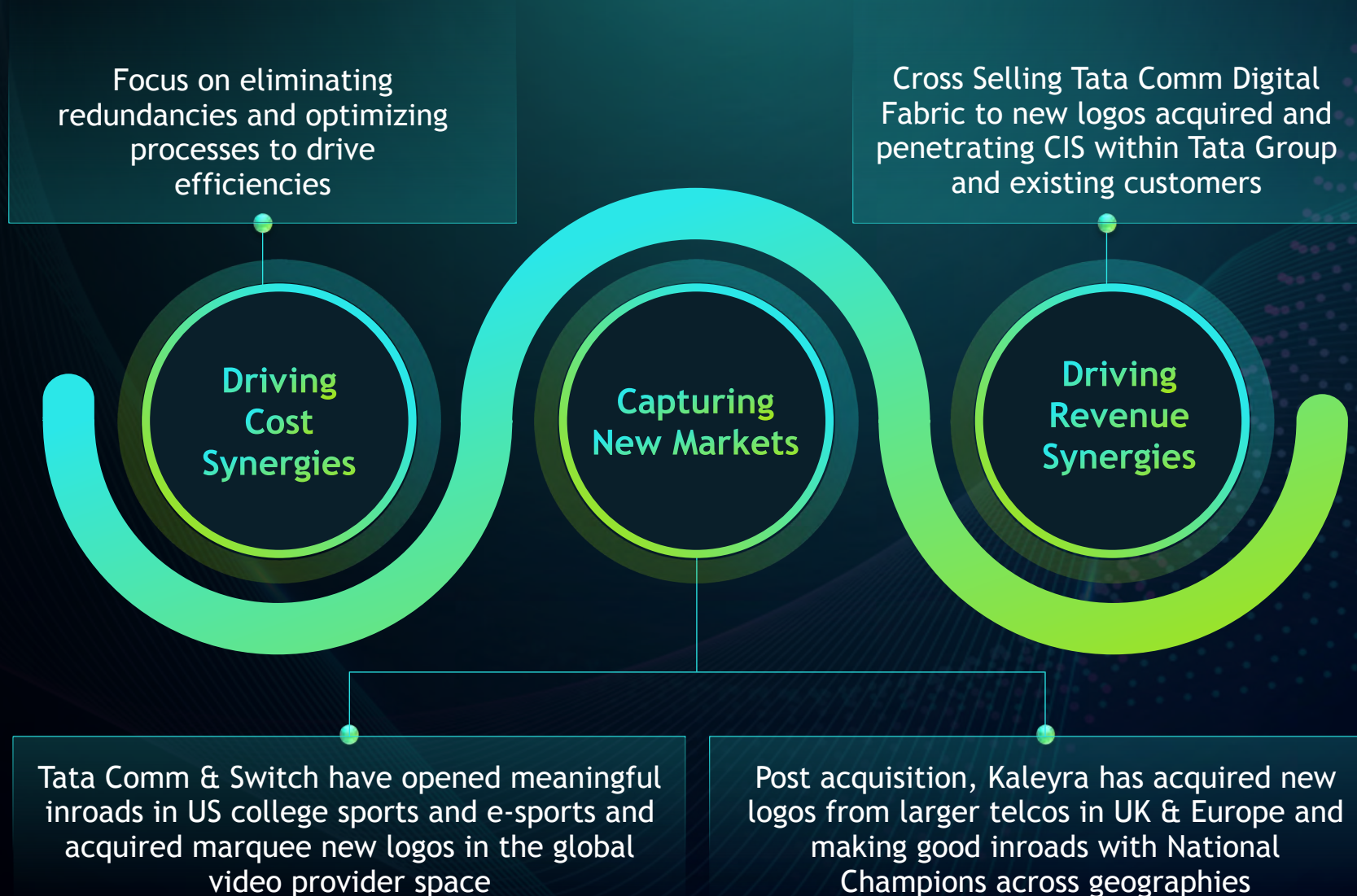
INORGANIC

~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

MONETIZING SYNERGIES AS WE SCALE OUR INORGANIC INVESTMENTS



VALUE UNLOCKING AN IMPORTANT CATALYST TO OUR GROWTH ENGINE



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

TATA COMMUNICATIONS



THANK YOU!