

Strategy and H1 FY14 Earnings Update

Presented By:

Vinod Kumar, MD & Group CEO

Sanjay Baweja, CFO

6:30 PM IST

29th October, 2013

Safe Harbor Statement

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 outside 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.

Agenda

Presenters	Title
Mahesh Pratap Singh	Welcome, Introductions, Safe Harbor Disclosure and Today's agenda
Vinod Kumar	Market and Strategy Update
Sanjay Baweja	Financial Update and Q2 and H1 FY14 Earnings Review
Vinod and Sanjay	Q&A



Market and Strategy Update

Presented By:

Vinod Kumar, MD & Group CEO



Market and Strategy Update

- Market dynamics and Tata Communications' relevance
- Highlights and strategic progress in H1 FY2014

Market transformation

Mobile proliferation – new user/IT landscape/stack



True
convergence
of IT and
communications

Users				Identity & SSO	BYOD	
Docs/Collaboration			Docs	DropBox Sharepoint Collab		
Build Distributed Apps		LOB Productivity	Biz Apps	Application Security		
Security & Access	Mobile Security	Global Management		Mobile Proxy (Policy def)		
Network Services	VPN	CDN	WIFI	Data	Voice	Video

1. Mobility is critical
2. Cloud provides scale
3. UCC drives productivity
4. Video is mainstream



Business transformation(alternative)

Near term disruptors

Mobile: 20% BYoD moving towards the mobile takeover of the PC

Virtualisation: increasing volume of workloads moving into the cloud

Video: Software based video surpasses hardware

Voice: Mobile business voice migrating to video

Data: growth between devices growing exponentially

Tata Communications response to market dynamics

Our value proposition has matured to meet market demands



Massive undersea fibre for scale

- A dominant wholesale voice payer

Global Ethernet core

- That's wholly owned

Three distinct platforms on top

- For Public IP: massive volumes, lowest cost
- For Private IP: QoS; every packet matters
- For Data Centres: data centre connect -PBB Ethernet

That takes customers where they're going

- Including unbeatable emerging market footprint in India, Asia, Middle East , South Africa.

Leadership and scale



Industry leadership

- #1 international voice carrier by minutes
- #1 submarine cable owner by length
- #1 in enterprise data in India by revenue
- #2 network operator in South Africa (enterprise and wholesale)

Global Infrastructure

- Over 200,000 kms of owned fiber
- 400 Points of Presence
- Over 20% of the world's lit international capacity
- 42 data centres with more than 10,000 racks and 1 mn square feet of space

Key Enabler of Communications

- 19% market share in international wholesale voice minutes
- World's largest and only round-the-world sub-sea cable network. Tata Communications' network carries nearly 10% of global internet traffic
- Only global tier 1 ISP with a top five position in all continents – leading international internet backbone

Customers

- 3,000 large corporates including 260 Forbes 2,000 MNCs
- 1,600 carriers and 700 mobile operators



Market and Strategy Update

- Market dynamics and Tata Communications' relevance
- Highlights and strategic progress in H1 FY2014

Segmental Highlights

GVS Highlights

- **Continues to outpace the market** - H1 FY14 net revenue up 20% y-o-y, H1 ILD traffic up 5.4% y-o-y
- Healthy free cash generation profile
- Maintained mix of **long-term contracts in the ILD business at over 50%**, helping mitigate volatility associated with traditional spot business

GDS Highlights

- **H1 FY14 Gross revenue up 16% y-o-y** - Managed services, in particular Data Centre services, and Next gen network services continue to lead growth
- **Launched several new services** during H1 and witnessed **stronger sales performance** – sets strong base for H2
- H1 FY14 EBITDA margins improved 310 bps y-o-y, focus and rigor on cost management to continue
- **Driving capital efficiency and cash generation focus** – GDS turns positive on cash generation (EBITDA less capex) first time ever

Neotel Highlights

- **Strong H1 performance**; H1 FY14 EBITDA grows over 2x y-o-y. H1 FY14 revenues up 18% y-o-y in ZAR terms
- Optimal cost structure established - productivity enhancements, rationalizing costs and realizing value through greater outsourcing
- **Launches uncapped LTE commercial offering** in a concentrated area of Gauteng, using 1,800MHz spectrum band.
- Entered into exclusive discussions regarding a potential acquisition of 100 percent of the shares of Neotel by Vodacom SA

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Ranked no. 1 in Transparency in Corporate Reporting

- Transparency International, a global civil society organization, conducted research into the public reporting practices of 100 emerging market companies based in 16 countries
- Research collected and analysed publicly available data on three dimensions of transparency:
 - **Reporting on anti-corruption programmes:** covering *inter alia* bribery, facilitation payments, whistleblower protection and political contributions
 - **Organisational transparency:** including information about corporate holdings
 - **Country-by-country reporting:** including revenues, capital expenditure and tax payments
- Tata Communications also ranked no. 1 on reporting on "anti-corruption programmes"



**TRANSPARENCY
INTERNATIONAL**

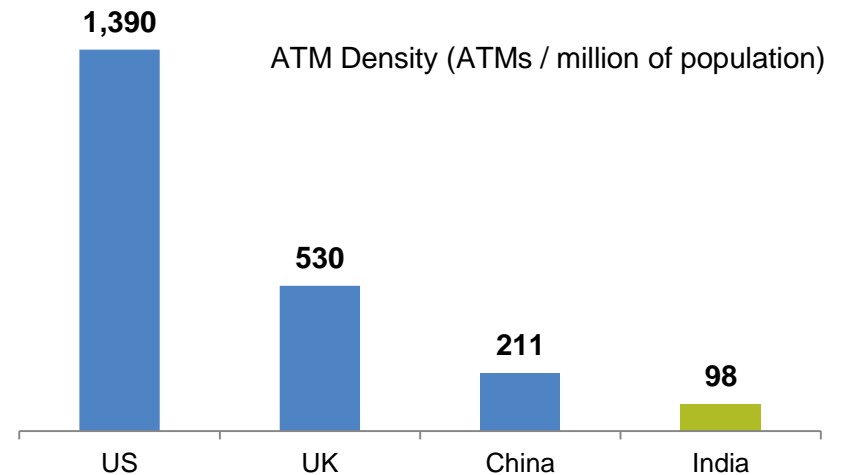
TCPSL Launches Indicash

India's first ever white label ATM network



- TCPSL plans to rollout 15,000 indicash ATMs over next three years
- 2/3rd of these will be deployed in semi-urban and rural areas and 1/3rd in metro and urban markets
- Phase two of the roll out will be to offer value added and utility services to customers using Indicash ATMs and to introduce offers and third party promotions

Significant opportunity for ATM penetration in India



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Launches jamvee™

First of its kind, any-device-to-any-device, on-demand business video service that brings together all video platforms, devices and operating systems



- A multi-device compatible cloud-based video conferencing service that allows anyone to take part in a **video meeting from any location** via a desktop computer, laptop, tablet, smartphone or a dedicated Telepresence room
- **Collaboration and partnership aspect is embedded in every element of jamvee evolution** – service creation, the way it interconnects with rest of the world and go-to-market strategy
- **Arkadin has become an official APAC provider** of jamvee

jamvee™ is different

#1



Easy scheduling

#2



Ease of use

#3



Affordable

“Jamvee combines the ease of use of a meet-me video conferencing service, the reliability and security of a global Tier-1 network, and the cost-effectiveness of a cloud-based offering.”

Ira M. Weinstein, Partner / Senior Analyst, Wainhouse Research

“Jamvee™ represents an example of much-needed industry progress in merging immersive Telepresence services with the larger world of global video-conferencing.”

Brian Washburn, Research Director, Current Analysis

Key Product Highlights

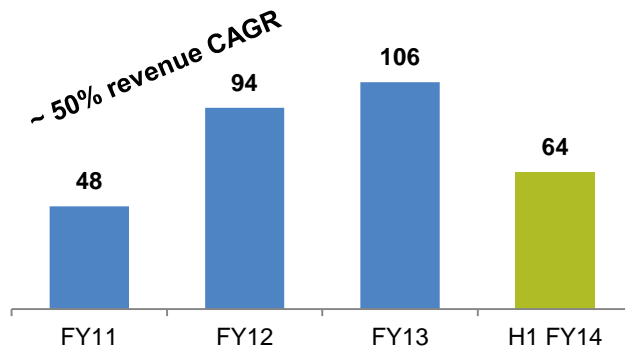
- **Shanghai joins Tata Communications' global Telepresence network via partnership with China Mobile and JW Marriott**
- **Industry-first LTE™ roaming peering with Telecom Italia Sparkle**
 - Extends community of LTE™ enabled mobile network operators inline with 4G adoption worldwide
- **Launches world's first cloud-based broadcast-quality video transcoding and delivery service**
 - Viacom18 uses service to tackle piracy through faster transcoding and delivery of HD video, globally in the cloud
- **Landmark IPX peering agreement with PCCW Global bring Voice over IPX and HD voice to mobile operators worldwide**
 - This will broaden the reach of next generation IP services in Asia Pacific and Africa
- **Trial of next generation video distribution with Formula 1® using wholly-owned global fibre network**
 - For the first time, Formula One Management's technical headquarters in the UK receives a high quality JPEG 2000 transmission live from a race event
- **Launched Mobile Messaging Exchange service**
 - Simplifies SMS interconnect for MNOs and application service provider
- **Connected the major exchanges in Asia to enable fastest possible routes for financial trading**
 - Extension of Low Latency (LOLA) network in Asia with direct connections to the National Stock Exchange of India Limited (NSE), the Singapore Exchange Limited (SGX) and the Hong Kong Stock Exchange (HKEx)

Progress on New Services

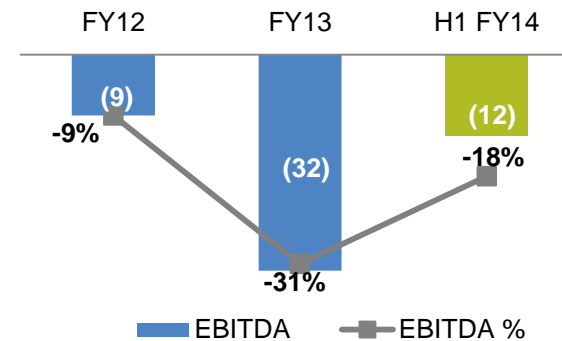
USD Million

New services revenues are scaling up and EBITDA performance is improving

Gross Revenue from New Services



EBITDA from New Services



- **Expect momentum to continue driven by:**

- Scaling up of new services launched in H1 and ongoing cost focus driving operating leverage
- Launch of more new services those are currently in development stage

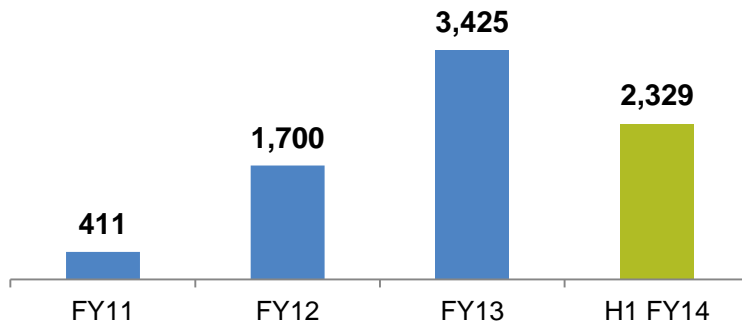
New Service include CDN, UCC (Enterprise Voice and Business Video), Media and Entertainment Services, Mobile Broadband and Cloud (IaaS, SaaS)

Progress on TCPSL

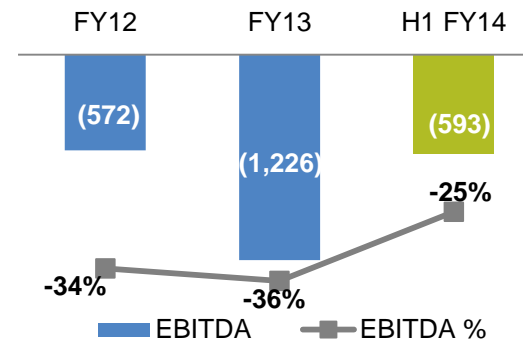
INR million

TCPSL progressing well and presents an exciting opportunity as business scales up

TCPSL Revenues



TCPSL EBITDA



- **Expect momentum to continue driven by:**

- Launch of indicash white label ATMs (WLA)
- Exit from non-profitable contracts for managed/third party ATMs
- Maturity of existing ATM base coupled with strong cost focus and scale efficiencies



Investment focus areas and big bets

Data centre expansion

Ethernet leadership

Cloud enablement

UCC & business video

Mobile broadband enablement



Summary

- 1 Large global addressable opportunity with favorable market trends
(outsourcing, data surge, managed services, transition to cloud)
- 2 Best-in-class Global Infrastructure
- 3 Leadership across various Service Offerings and Emerging Markets
- 4 Comprehensive Portfolio of Communication Services
- 5 Improving Market Position and Operating Metrics
- 6 Multiple Growth Engines and Opportunities
- 7 Global Management Team with Superior Execution Experience



Financial Update and Q2 and H1 FY14 Earnings Review

- **Progress on Key Focus Areas**
- **Earnings Review - Q2 and H1 FY14**

Looking Back – May 2013 Investor Meet



Key Messages

- Improving margin profile
- Deleveraging and driving capital efficiency
- Investing for sustainable long-term growth
- Creating financial and strategic flexibility

Progress and Plans

- Executing well on profitability with focus on costs and deleveraging aspects
- Continuing to invest for longer term growth strategy
- Remain committed to maximize long term intrinsic value for our shareholders

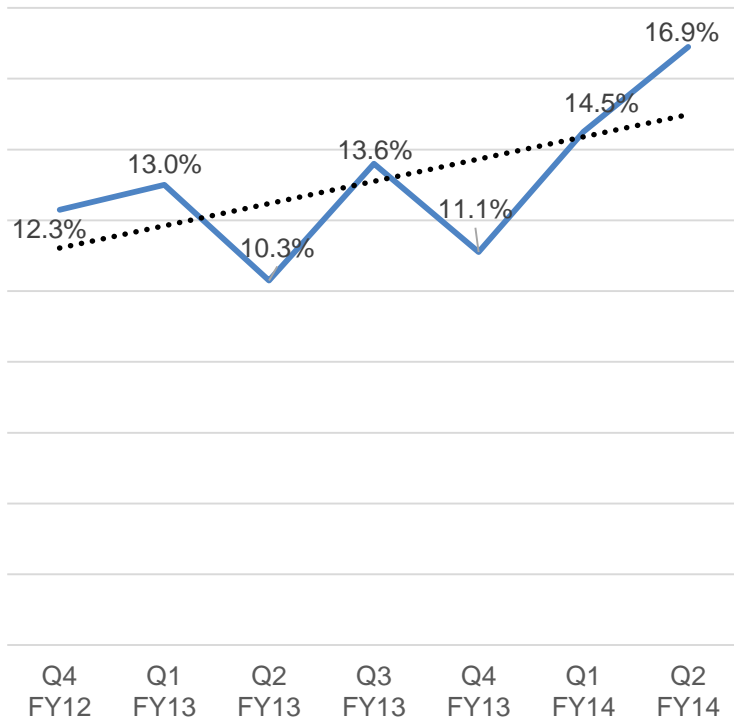
Improving Margin Profile (1/2)



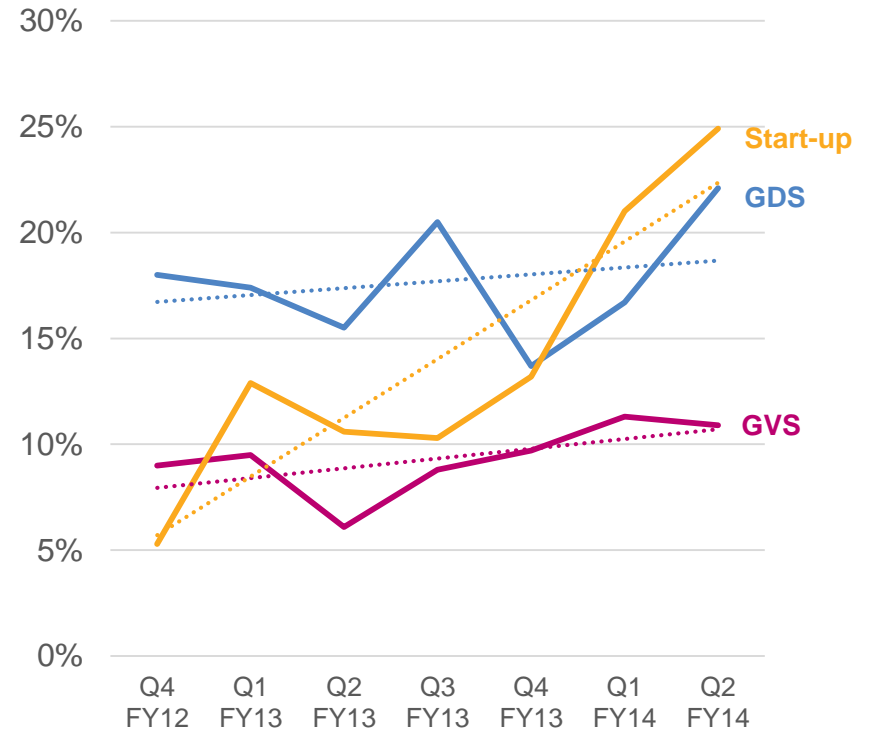
Sustained EBITDA Margin Recovery

Sustained EBITDA Margins Recovery

Consolidated Reported EBITDA margins



EBITDA Margin improvement across segments



Start-up EBITDA in Q4 FY13 adjusted for previous period regulatory payments in the joint venture (UTL Nepal)

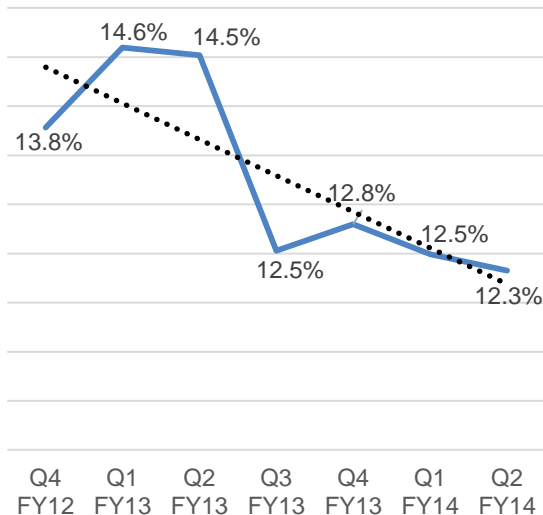
Improving Margin Profile (2/2)



Strong cost discipline driving significant cost efficiencies across all elements of the cost structure

Employee Benefit expenses

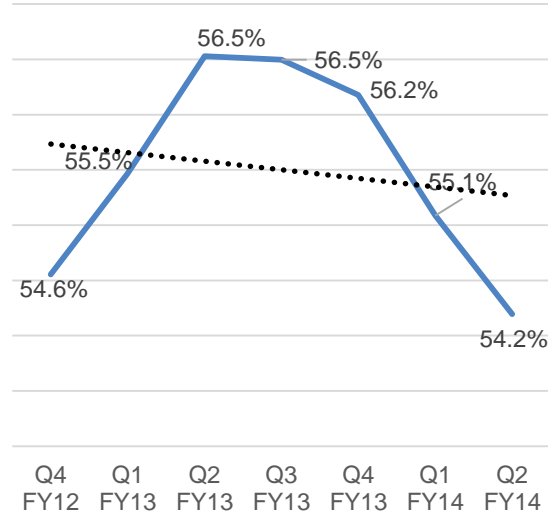
As % of Consol. Gross Revenue



Consolidated employee expenses adjusted for Actuarial impact on Canada Pension

Network and Transmission expenses

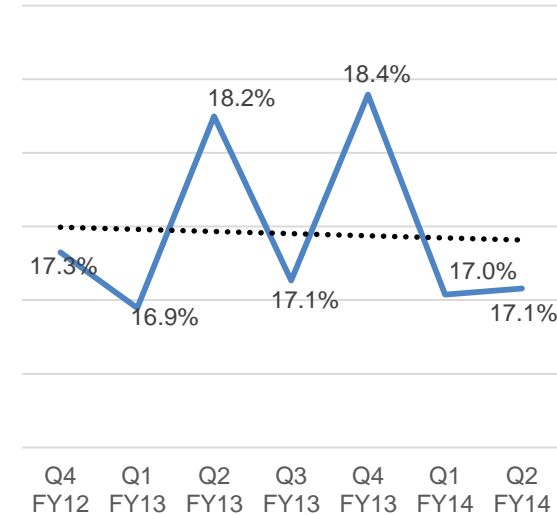
As % of Consol. Gross Revenue



Consol network exp. adjusted for previous period regulatory payments in the joint venture (UTL Nepal) in Q4 FY13

Operating and Other expenses

As % of Consol. Gross Revenue



- In beginning of FY13, cost structure reflected investments being made in expectation of certain growth momentum. However, cost structure needed realignment post Q2 FY13 in context of sluggish environment and lower growth outlook
- Beginning H2 FY13, institutionalized significant focus and rigor across all elements of cost structure to attain benchmark cost structure across the board
- Benefits of sustained cost management and cost reduction initiatives are kicking in

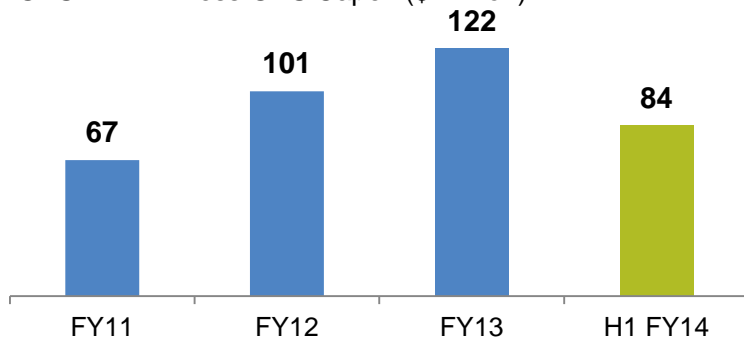
Driving Capital Efficiency and Cash generation

Core Business Capex - Key Highlights

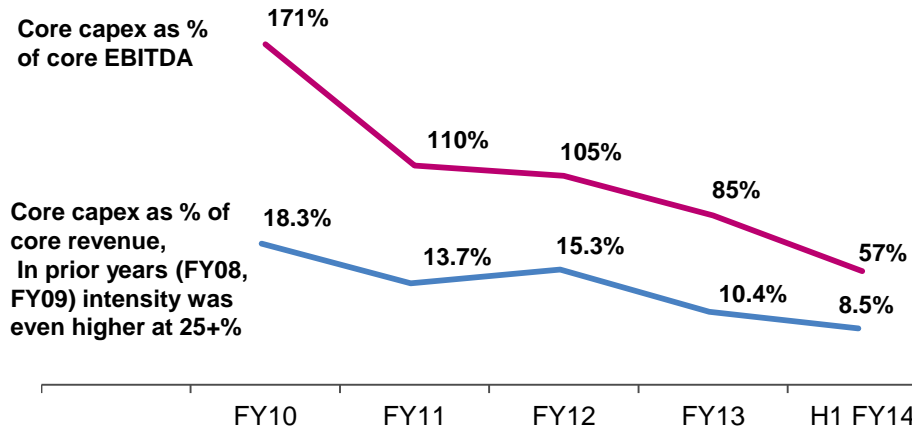
- Significant part of capex has been for strategic projects (undersea cables, data centers) and growth capex (network and capacity expansion) for data segment
- After a period of asset expansion and infrastructure build-out completion, current focus is on containing capex through high asset utilisation
- Capex intensity has now reduced and future capex is closely aligned to market opportunity and accelerated payback
- Current capex predominantly focused on strategic projects and GDS growth
- Strong discipline, governance around capital allocation and expenditure

GVS – Strong Cash Generation Profile

GVS EBITDA less GVS Capex (\$ million)

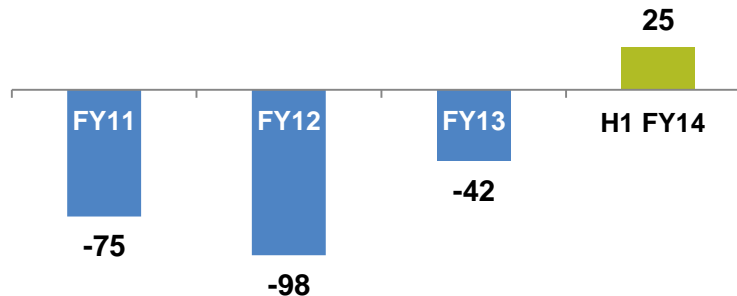


Reducing Core Business Capex Intensity



GDS – Turning the Corner on Cash Generation

GDS EBITDA less capex for GDS and strategic projects (\$ million)

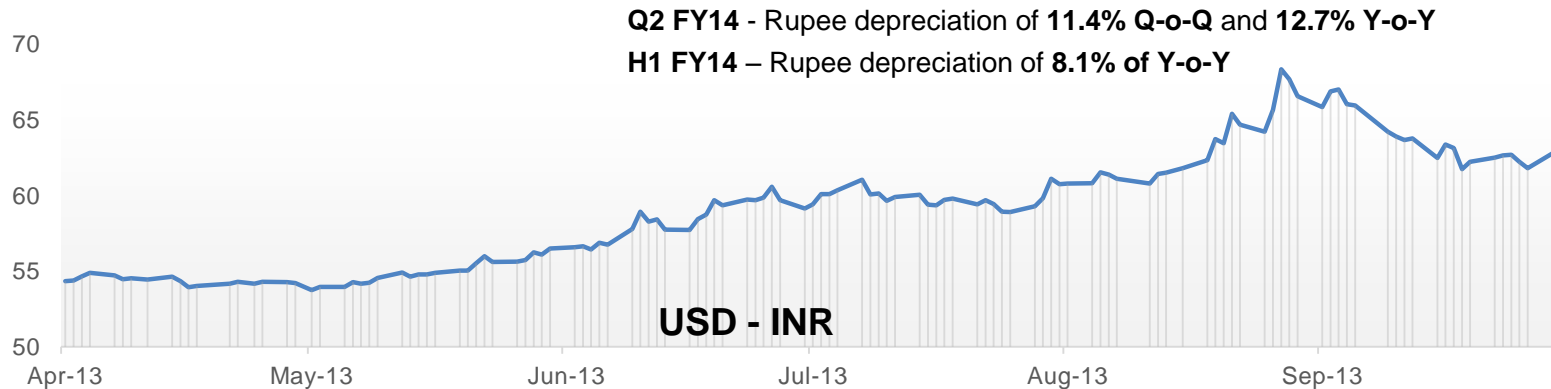




Financial Update and Q2 and H1 FY14 Earnings Review

- Progress on Key Focus Areas
- Earnings Review - Q2 and H1 FY14

Exchange Rate Movement and its Impact on Financials



Operating Performance and Income Statement

- As significant part of revenues are denominated in foreign currencies, gross revenues benefits from weaker rupee due to translation, percolating down in some bits to operating profits
- However, there is little benefit on % EBITDA margins, except in GVS where India termination has seen the benefit of weaker rupee
- Moving from EBITDA to PBT, depreciation being mostly foreign currency denominated wipe out most of the translation benefit

Balance Sheet and Cash flow

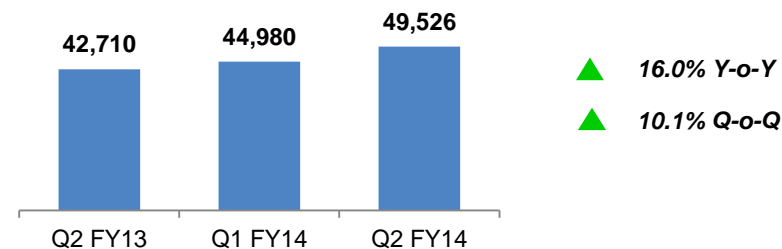
- Predominantly a foreign currency balance sheet and hence translation impact across debt, assets etc. However, no major P&L impact arises from balance sheet due to fx movements
- Accumulated losses in international books get translated to a higher rupee number, impacting net worth in consolidated balance sheet
- From a cash flow perspective, currency wise inflows and outflows broadly match and we hedge to the extent of mismatch between inflow / outflow across currencies

Consolidated Financial Performance – Q2 FY 2014

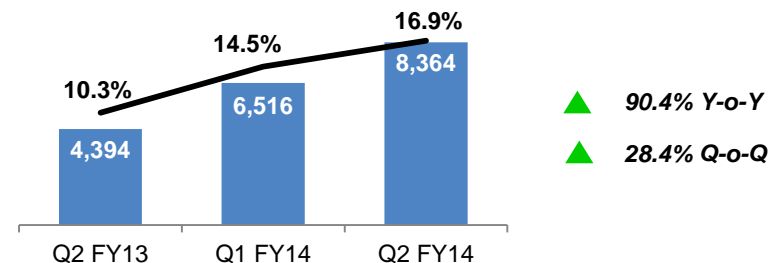
INR Mn

Q2 FY 2013	Particulars	Q1 FY 2014	Q2 FY 2014
42,710	Revenue from operations	44,980	49,526
4,394	Operating EBITDA	6,516	8,364
10.3%	<i>Operating EBITDA %</i>	14.5%	16.9%
(914)	Operating EBIT	1,478	2,933
-2.1%	<i>Operating EBIT %</i>	3.3%	5.9%
(2,708)	Profit Before Tax and Exceptional Items	79	1,316
-	Exceptional Items	(2,162)	-
(2,708)	PBT	2,241	1,316
-6.3%	<i>PBT (% of total income)</i>	5.0%	2.6%
(2,742)	PAT	945	804
-6.4%	<i>PAT (% of total income)</i>	2.1%	1.6%

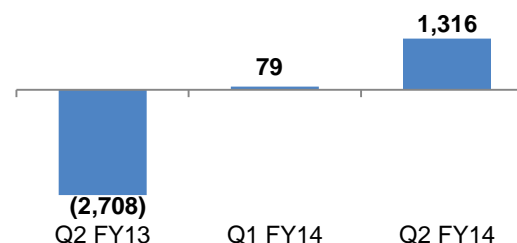
Revenue from Operations



Operating EBITDA and margins (% of gross revenue)



Profit Before Tax and Exceptional Items



Financial Performance by Segment – Q2 FY 2014

INR Mn

	CORE			STARTUP			CONSOLIDATED		
	Q2 FY 2013	Q1 FY 2014	Q2 FY 2014	Q2 FY 2013	Q1 FY 2014	Q2 FY 2014	Q2 FY 2013	Q1 FY 2014	Q2 FY 2014
Gross Revenues	37,840	40,188	44,187	4,870	4,791	5,339	42,710	44,980	49,526
Y-o-Y Growth			16.8%			9.6%			16.0%
Q-o-Q Growth			10.0%			11.4%			10.1%
EBITDA	3,878	5,508	7,037	516	1,007	1,327	4,394	6,516	8,364
Y-o-Y Growth			81.5%			157.2%			90.4%
Q-o-Q Growth			27.8%			31.7%			28.4%
EBIT	(823)	1,061	2,298	(91)	417	635	(914)	1,478	2,933
Profit Before Tax and Exceptional Items	(1,637)	323	1,635	(1,071)	(244)	(319)	(2,708)	79	1,316
PBT	(1,637)	2,485	1,635	(1,071)	(244)	(319)	(2,708)	2,241	1,316
PAT after Minority Interest	(1,828)	1,182	1,120	(915)	(236)	(316)	(2,742)	945	804

Average Rs/\$ Exchange rate: Q2 FY13 at 55.21; Q1 FY14 at 55.83; Q2 FY14 at 62.21

Average ZAR/\$ Exchange rate: Q2 FY13 at 8.26; Q1 FY14 at 9.48; Q2 FY14 at 10.00

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Core Business by Business Unit – Q2 FY 2014

INR Mn

	Global Voice Services (GVS)			Global Data Services (GDS)		
	Q2 FY 2013	Q1 FY 2014	Q2 FY 2014	Q2 FY 2013	Q1 FY 2014	Q2 FY 2014
Gross Revenues	21,138	22,231	24,290	16,703	17,958	19,897
Y-o-Y Growth			14.9%			19.1%
Q-o-Q Growth			9.3%			10.8%
Net Revenue	3,309	4,134	4,302	12,484	12,970	14,421
Y-o-Y Growth			30.0%			15.5%
Q-o-Q Growth			4.1%			11.2%
EBITDA¹	1,289	2,515	2,646	2,588	2,994	4,391
EBITDA Margin %	6.1%	11.3%	10.9%	15.5%	16.7%	22.1%
EBIT¹	776	2,010	2,108	(1,599)	(949)	190
EBIT Margins %	3.7%	9.0%	8.7%	-9.6%	-5.3%	1.0%

¹ Management estimates based on internal MIS and cost allocation assumptions

Average Rs/\$ Exchange rate: Q2 FY13 at 55.21; Q1 FY14 at 55.83; Q2 FY14 at 62.21

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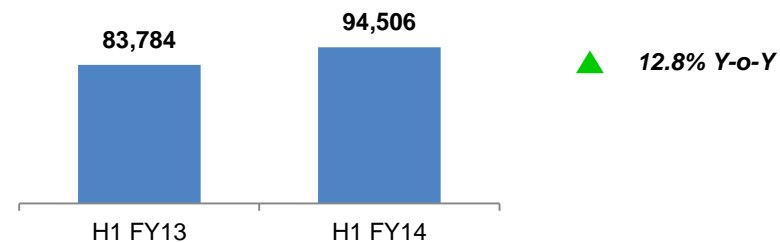
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Consolidated Financial Performance – H1 FY 2014

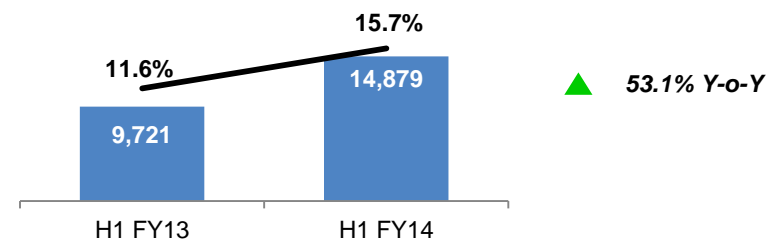
INR Mn

Particulars	H1 FY 2013	H1 FY 2014
Revenue from operations	83,784	94,506
Operating EBITDA	9,721	14,879
<i>Operating EBITDA %</i>	<i>11.6%</i>	<i>15.7%</i>
Operating EBIT	(876)	4,411
<i>Operating EBIT %</i>	<i>-1.0%</i>	<i>4.7%</i>
Profit Before Tax and Exceptional Items	(3,601)	1,395
Exceptional Items	-	(2,162)
PBT	(3,601)	3,557
<i>PBT (% of total income)</i>	<i>-4.2%</i>	<i>3.7%</i>
PAT	(4,171)	1,749
<i>PAT (% of total income)</i>	<i>-4.9%</i>	<i>1.8%</i>

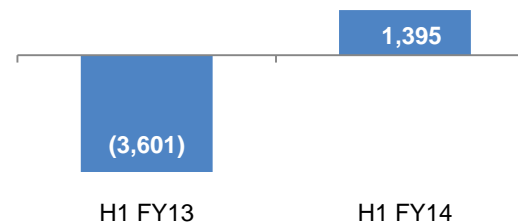
Revenue from Operations



Operating EBITDA and margins (% of gross revenue)



Profit Before Tax and Exceptional Items



Financial Performance by Segment – H1 FY 2014

INR Mn

	CORE		STARTUP		CONSOLIDATED	
	H1 FY 2013	H1 FY 2014	H1 FY 2013	H1 FY 2014	H1 FY 2013	H1 FY2014
Gross Revenues	74,305	84,376	9,479	10,130	83,784	94,506
Y-o-Y Growth		13.6%		6.9%		12.8%
EBITDA	8,612	12,545	1,109	2,334	9,721	14,879
Y-o-Y Growth		45.7%		110.4%		53.1%
EBIT	(582)	3,359	(294)	1,052	(876)	4,411
Profit Before Tax and Exceptional Items	(1,375)	1,958	(2,226)	(563)	(3,601)	1,395
PBT	(1,375)	4,120	(2,226)	(563)	(3,601)	3,557
PAT after Minority Interest	(2,100)	2,301	(2,071)	(553)	(4,171)	1,749

Average Rs/\$ Exchange rate: H1 FY13 at 54.60; H1 FY14 at 59.02

Average ZAR/\$ Exchange rate: H1 FY13 at 8.19; H1 FY14 at 9.74

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Core Business by Business Unit – H1 FY 2014

INR Mn

	Global Voice Services (GVS)		Global Data Services (GDS)	
	H1 FY 2013	H1 FY 2014	H1 FY 2013	H1 FY 2014
Gross Revenues	41,622	46,521	32,682	37,855
Y-o-Y Growth		11.8%		15.8%
Net Revenue	7,013	8,436	24,689	27,390
Y-o-Y Growth		20.3%		10.9%
EBITDA¹	3,239	5,160	5,373	7,384
EBITDA Margin %	7.8%	11.1%	16.4%	19.5%
EBIT ¹	2,231	4,119	(2,812)	(760)
EBIT Margin %	5.4%	8.9%	-8.6%	-2.0%

¹ Management estimates based on internal MIS and cost allocation assumptions

Average Rs/\$ Exchange rate: H1 FY13 at 54.60; H1 FY14 at 59.02

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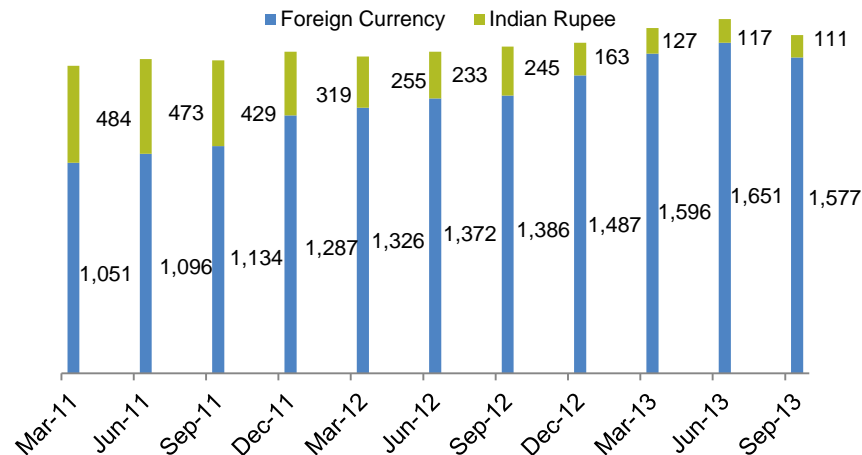
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Debt Profile – Core Business

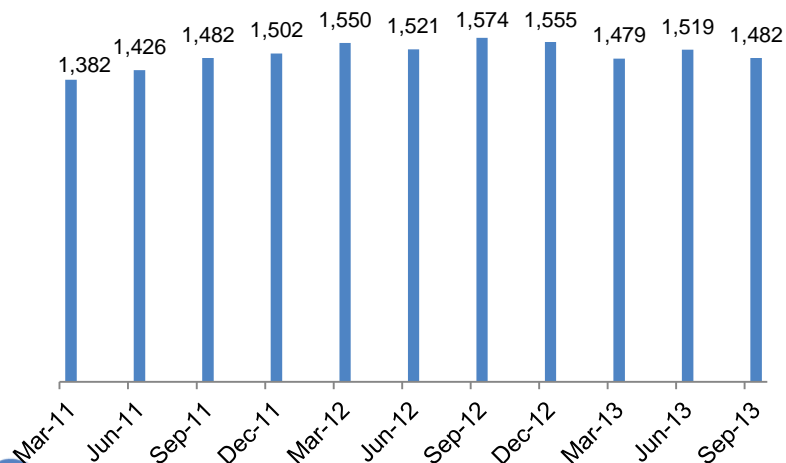
Key Highlights

- Core business is operating at peak debt levels
- Consistent reduction in average cost of borrowing has driven lower interest expense
- Lower interest expense and capex intensity with improved operating performance have set stage for core business deleveraging

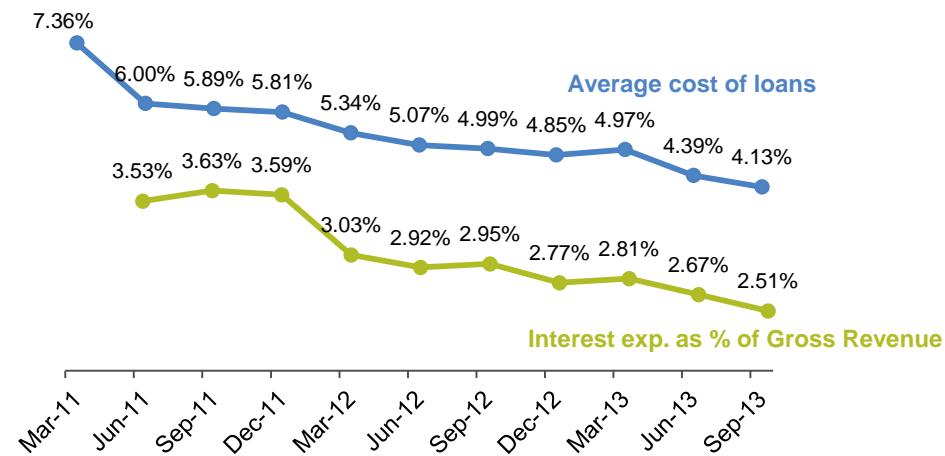
Gross Debt by Currency (US\$ mn)



Net Debt (US\$ mn)



Average Cost of Loans and Interest exp. as % of Gross Rev.



Data points in graphs pertains to respective quarter ending (i.e March-11, June-11 etc.). Please refer to our investor fact sheet for period ended closing exchange rates.

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Q&A Session

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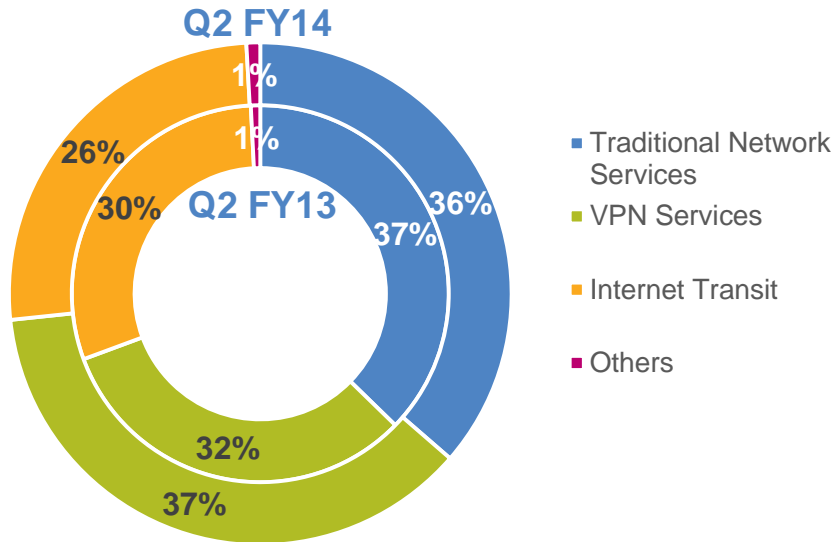


Appendix 1 – Additional Slides

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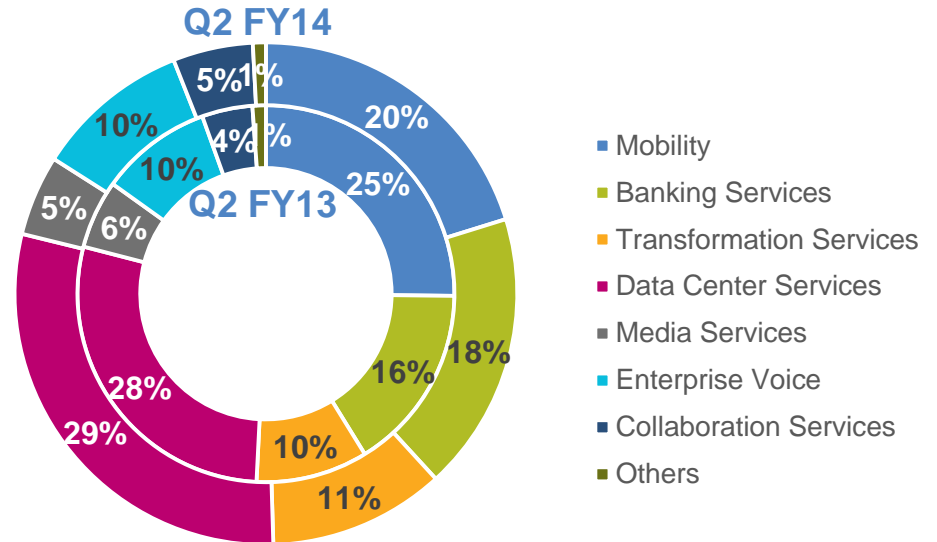
GDMS | YoY Gross Revenue Product Mix

Network Services



- Traditional Network Services
- VPN Services
- Internet Transit
- Others

Managed Services



- Mobility
- Banking Services
- Transformation Services
- Data Center Services
- Media Services
- Enterprise Voice
- Collaboration Services
- Others

Network Service Portfolio

Traditional Network Services: IPL, NPL, IRUs

VPN Services : DGE and VPN

Internet Transit – IP-T, ILL

Other: Inmarsat, GNS others

Managed Services Portfolio:

Banking Services: TCPSL

Transformation Services: TCTSL

Data Center Services: Colo, Hosting, Cloud (MSO, IaaS)

Media Services: Vconnect, Broadcast, CDN, Mosaic

Collaboration Services: Telepresence

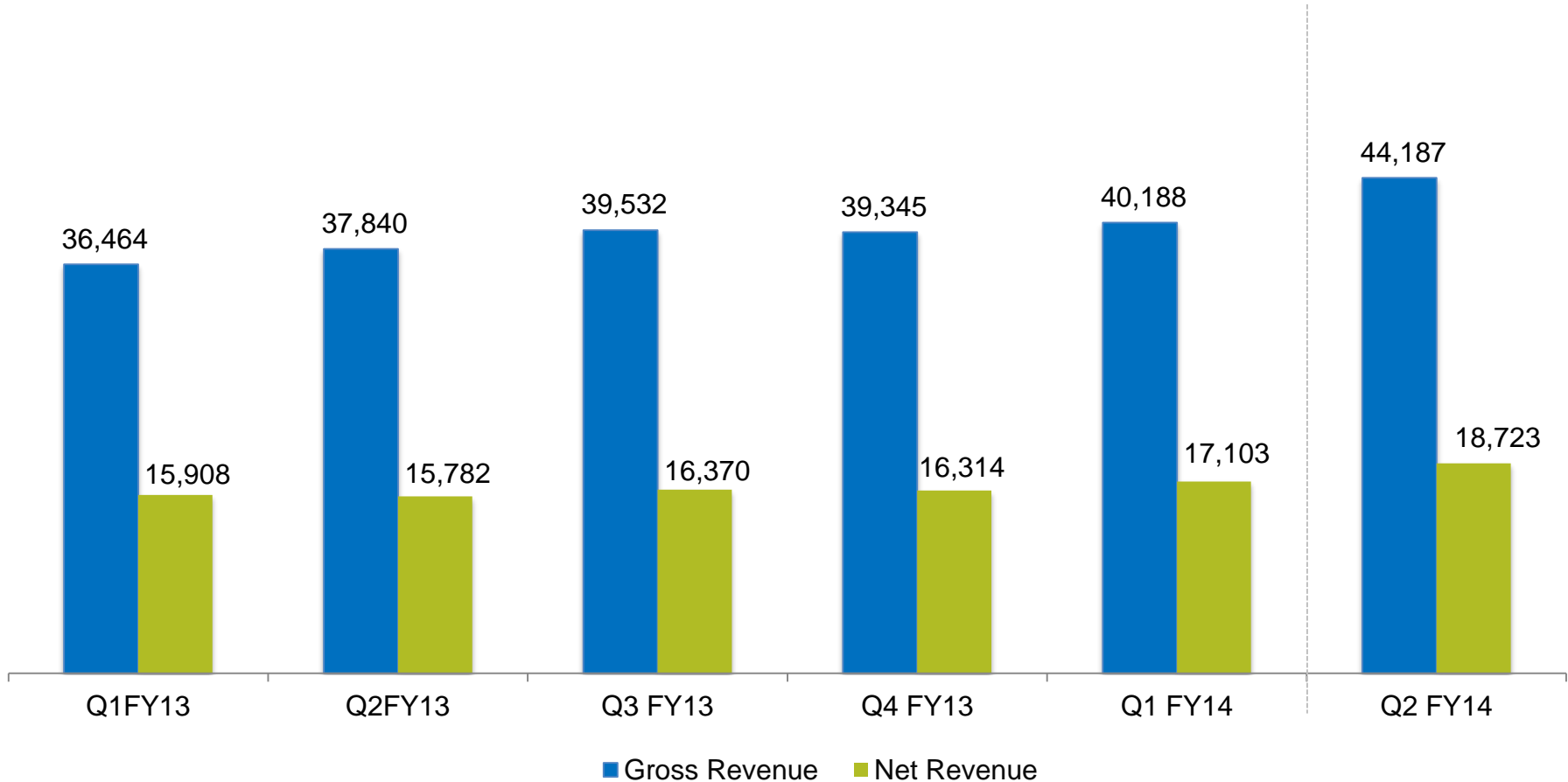
Other: MSS, SaaS

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Core Business Gross and Net Revenues

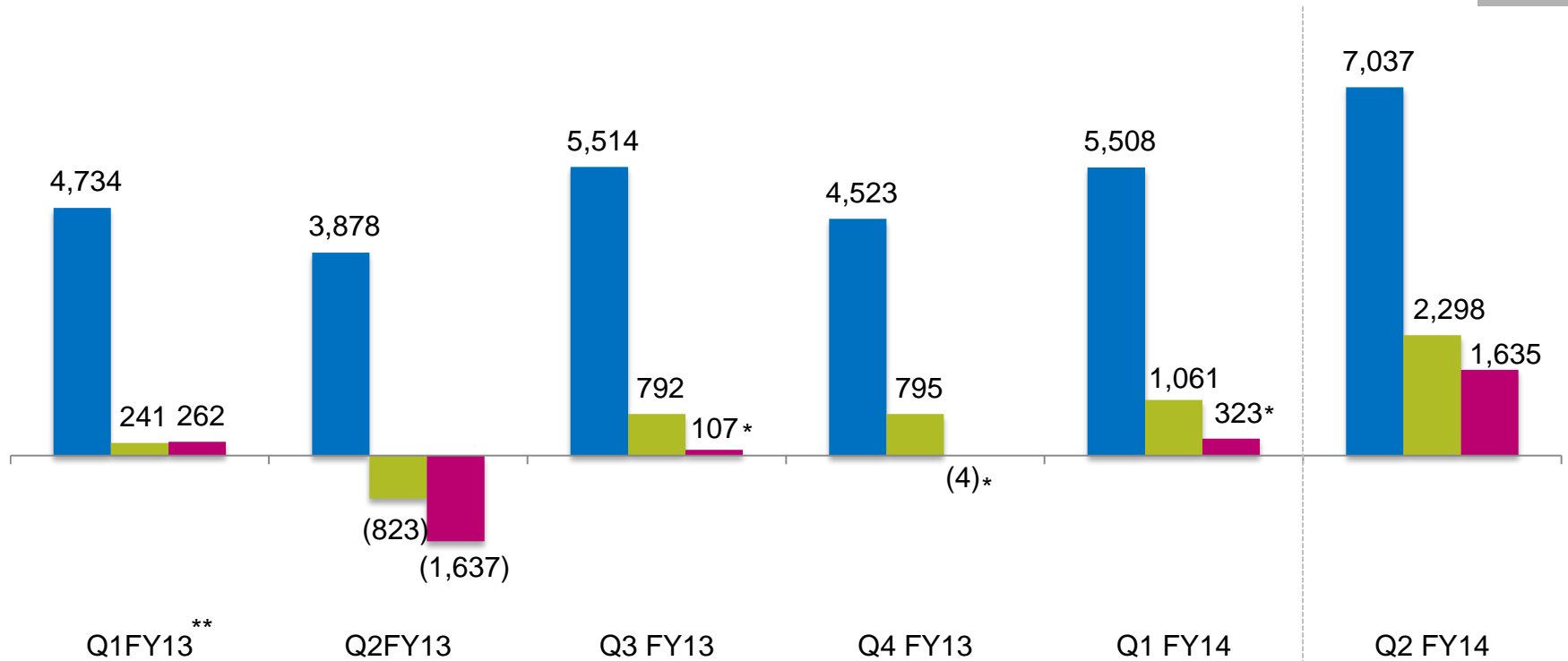
INR Mn



Average Rs/\$ Exchange rate: Q1 FY13 at 53.98; Q2 FY13 at 55.21; Q3 FY13 at 54.12; Q4 FY13 at 54.19; Q1 FY14 at 55.83; Q2 FY14 at 62.21

Core Business EBITDA, EBIT and PBT

INR Mn



* Profit Before Tax and Exceptional Items

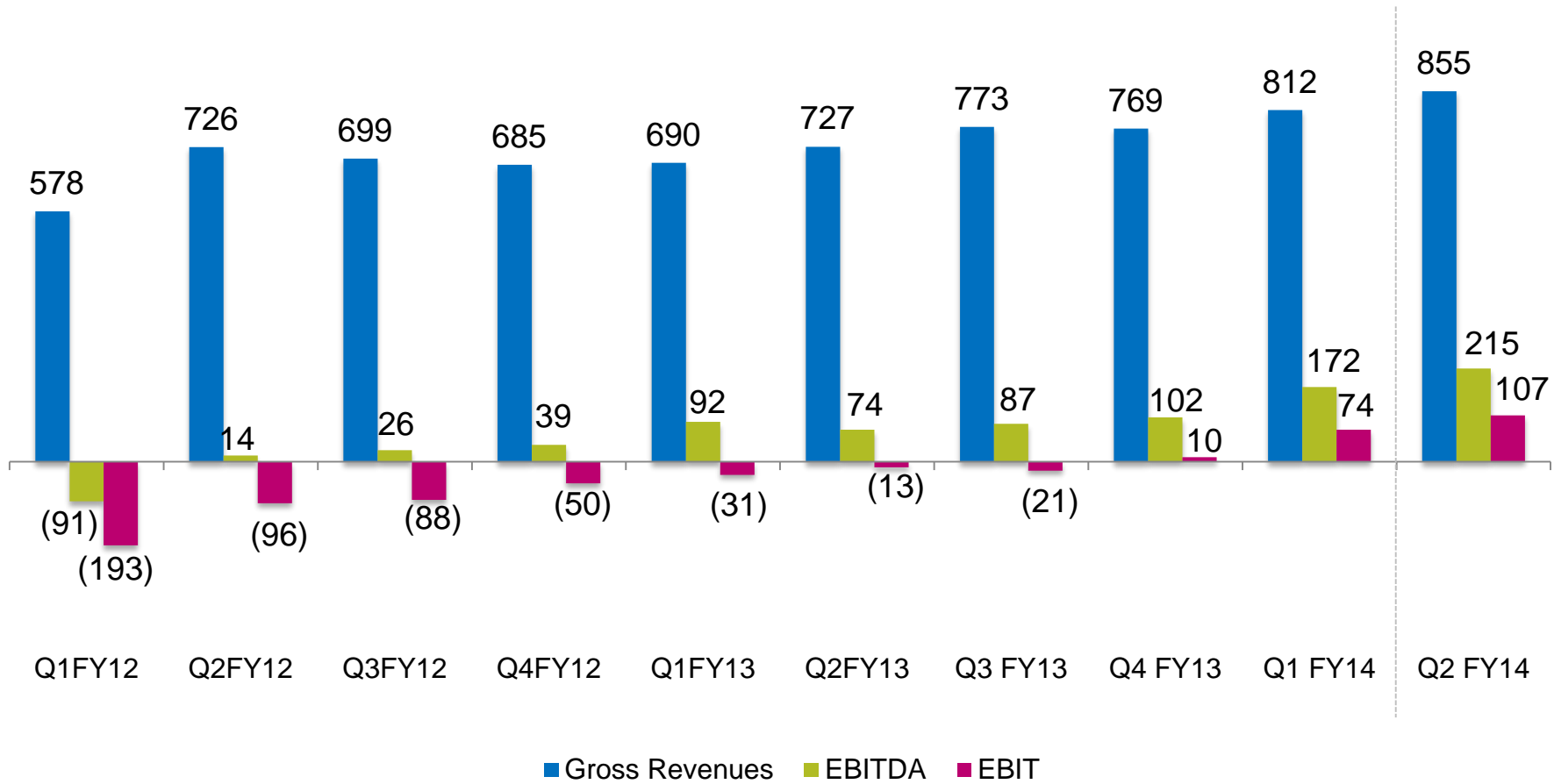
■ EBITDA ■ EBIT ■ PBT

Average Rs/\$ Exchange rate: Q1 FY13 at 53.98; Q2 FY13 at 55.21; Q3 FY13 at 54.12; Q4 FY13 at 54.19; Q1 FY14 at 55.83; Q2 FY14 at 62.21

** Q1 FY13: PBT includes an amount of Rs. 1,105 million being reversal of a provision made in earlier year consequent to a favorable order from TDSAT.

Quarterly trends : Neotel

ZAR Mn



Neotel EBITDA positive from Q2 FY12 onwards, turned EBIT positive in Q4 FY13

Average ZAR/\$ Exchange rate: Q1 FY12 at 6.79; Q2 FY12 at 7.12; Q3 FY12 at 8.10; Q4 FY12 at 7.77; Q1 FY13 at 8.12; Q2 FY13 at 8.26; Q3 FY13 at 8.69; Q4 FY13 at 8.94; Q1 FY14 at 9.48; Q2 FY14 at 10.00

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Appendix 2 – Introduction and Overview of Tata Communications

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Company Overview

- Tata Communications Limited ('TCL') is a leading provider of wholesale long distance Global Voice Solutions & Global Enterprise Data Solutions
- Majority owned by the Tata Group, which is one of India's largest and most reputed multinational conglomerates
- Business consists of 3 segments: Global Voice Solutions ('GVS'), Global Data Solutions ('GDS') and Start-ups (primarily South Africa Operations – Neotel)
- Leader in enterprise data services & wholesale long distance voice services in India; and international voice services & wholesale connectivity globally
- Total 7,976 employees as of Sep'13. 930 employees in the South African operations and 7,046 in core business (GVS+GDS) and corporate

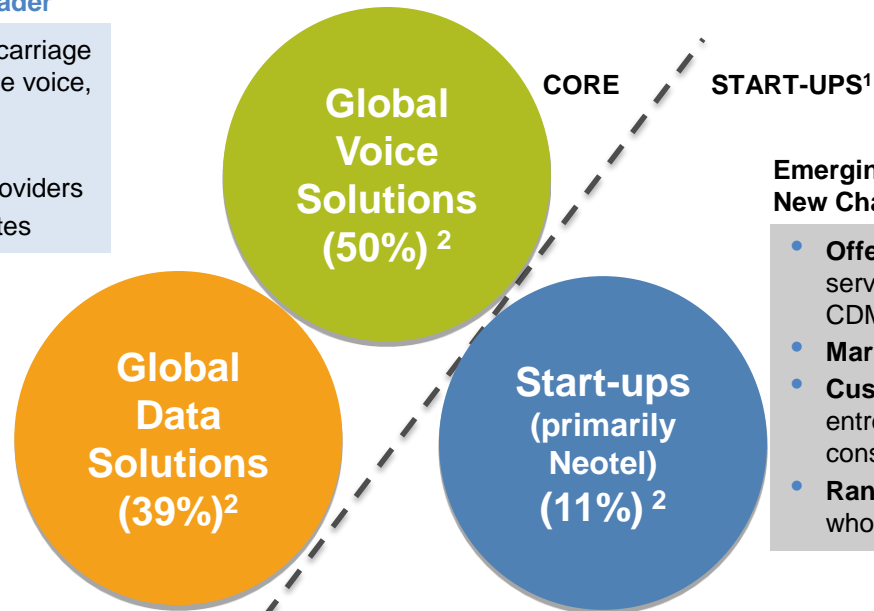
Business Model

Mature; Stable Scale Business – Market Leader

- **Offerings:** Wholesale international voice carriage and termination, India national long distance voice, outsourcing/white label
- **Market:** Global
- **Customers:** Global carriers and service providers
- **Ranking:** #1 in international voice by minutes

Mature; Growth Solutions & Brand – India Leader and Global Challenger

- **Offerings:** Connectivity (focusing on leased circuit networking and IP transit services), data centers, managed services, outsourcing
- **Market:** Global
- **Customers:** Global carriers and enterprises, and mid-market segment in India
- **Ranking:** #1 in India in enterprise data services by revenue



Emerging Market Investment – New Challenger

- **Offerings:** All telecom services except mobile, first CDMA network in South Africa
- **Market:** South Africa
- **Customers:** Carriers, enterprises, SMB and consumers
- **Ranking:** #2 in enterprise and wholesale data in South Africa

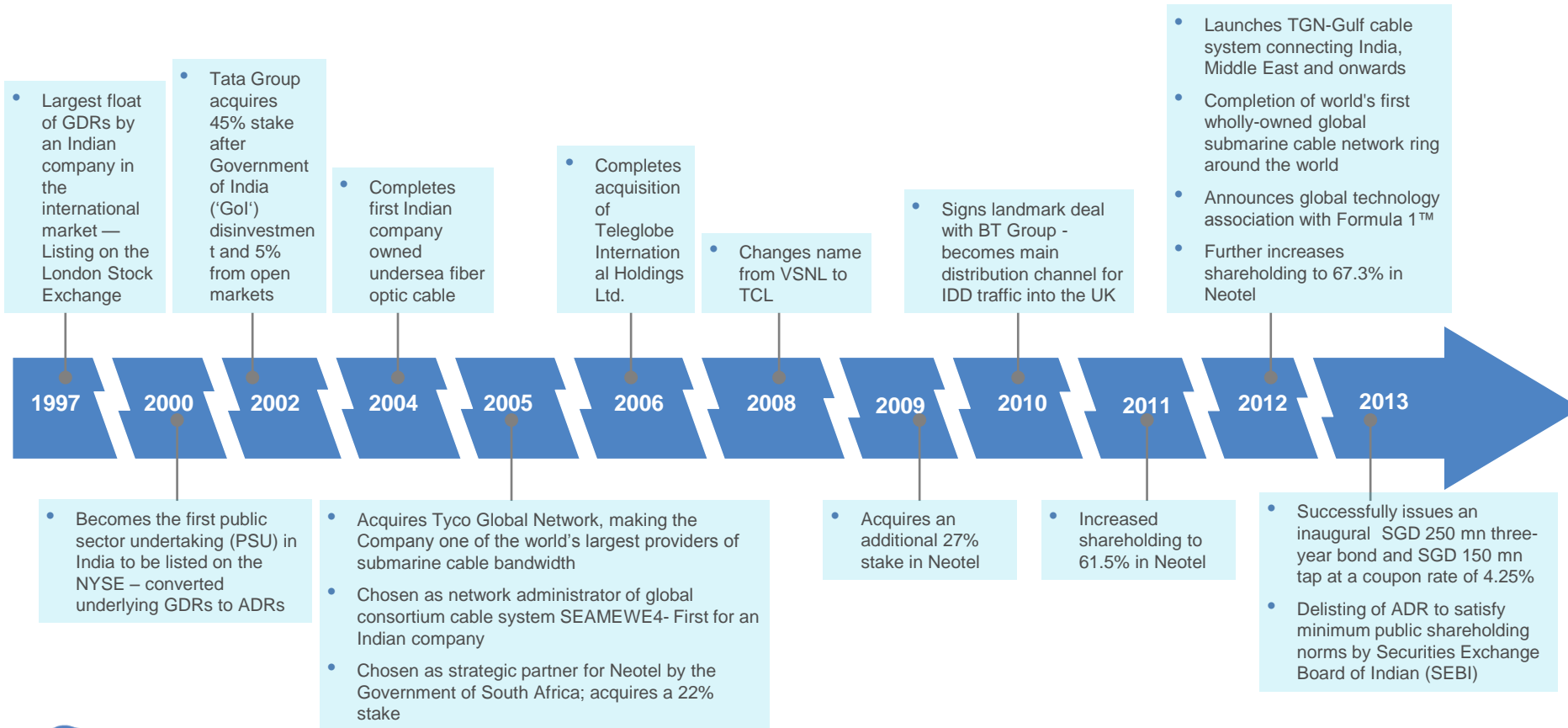
¹ Start-ups also includes United Telecom Limited (UTL) Nepal (26.66% shareholding) besides Neotel (67.32% shareholding)

² (%) of total gross revenues for year ending Mar'13

Growth Path

- Formerly known as Videsh Sanchar Nigam Limited ('VSNL'), TCL has since restructured itself from a pure long distance service provider in India into one of the leading integrated communication solutions providers in the world post acquisition of majority stake by the Tata Group in 2002
- TCL has achieved this transformation through a series of organic and inorganic growth strategies, while maintaining its focus on ILD voice services

Timeline



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TATA COMMUNICATIONS

Our Vision and Strategy



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TATA COMMUNICATIONS

Global management team



Vinod Kumar
MD and Group CEO
(Singapore and India)



Sanjay Baweja
CFO
(India)



Michel Guyot
President – GVS
(Canada)



Allan Chan
President, Global Carrier
Solution
(USA)



Sumeet Walia
SVP and Head Global
Enterprise Solutions
(India)



Sunil Joshi
MD & CEO of Neotel
(South Africa)



John Hayduk
President, Product Mgmt.
and Service Development (USA)



Rangu Salgame
CEO – Growth Ventures
(India)



Madhusudhan MR
Chief Network Officer
(India)



Aadesh Goyal
Global Head, Human
Resources
(India)



John Freeman
General Counsel
(Singapore)



Tri Pham
Chief Strategy Officer
(Singapore)



Sunil Rawal
Global Head Business
Excellence, CQO
(India)



Julie Woods-Moss
Chief Marketing Officer
(UK)



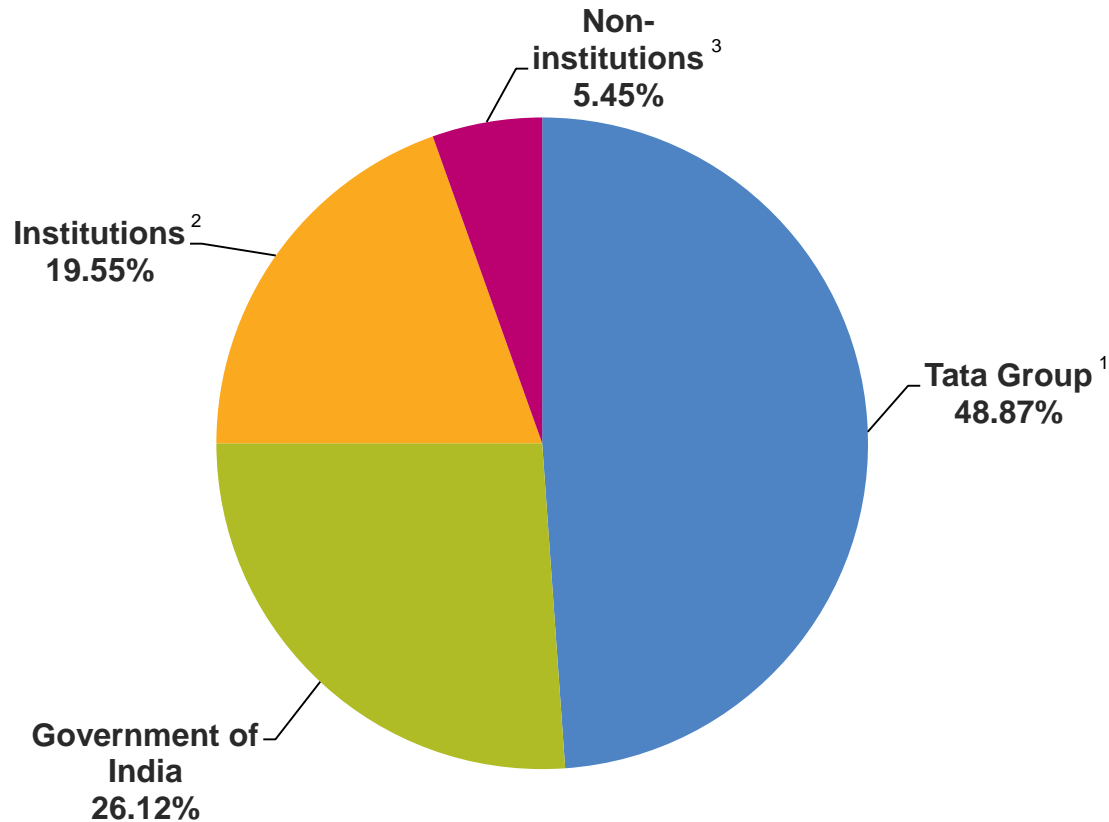
Genius Wong
SVP Global Network
Services
(Hong Kong)

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(Country) represents where each executive is located.

Shareholding pattern

As on September 30, 2013



1. Tata group includes Panatone Finvest Ltd (31.10%), Tata Sons (13.07%), and Tata Power Ltd. (4.71%)
2. Institutions include Mutual funds (4.23%), Financial institutions (5.94%), Insurance companies (4.68%) and Foreign Institutional Investors (4.71%)
3. Non-institutions include individuals (3.79%), Bodies corporate (1.53%) and others (0.13%)

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