



HQ/CS/CL.24B/17394  
November 10, 2022

National Stock Exchange of India Limited  
Exchange Plaza, Bandra Kurla Complex,  
Mumbai – 400 051  
SYMBOL: TATACOMM

BSE Limited  
P.J. Towers, Dalal Street,  
Mumbai – 400 001  
Scrip Code: 500483

Dear Sir / Madam,

**Sub: Intimation of Schedule of Analyst / Institutional Investor Meetings pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015.**

Pursuant to Regulation 30 of the SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, please be informed that the following interactions have been scheduled to be held between the Company and its analysts / institutional investors as per the details given in the table below:

Date	Name of funds / firm / event	Venue	Type of meeting
November 14, 2022	25 <sup>th</sup> Annual CITIC CLSA India Forum 2022	Trident BKC, Mumbai	In-person
November 16 to 18, 2022	Singapore – One on one Investor Meetings	Singapore	In-person

*Note: Above meeting schedules are subject to change. Changes may happen due to exigencies, logistical disorders, and last-minute schedule conflicts on the part of investors and/or the Company.*

The presentation to be made at the abovementioned meetings is enclosed.

Kindly take the same on your records.

Thanking you,

Yours faithfully,  
For Tata Communications Limited

Zubin Adil Patel  
Company Secretary and Compliance Officer



TATA

TATA COMMUNICATIONS

**EMPOWERING**  
**TOMORROW**

**TATA COMMUNICATIONS AT A  
GLANCE**

# OUR MANAGEMENT OVERVIEW

**FINANCIAL FITNESS**

Truly Compliant



Fit to Compete



Fit for Growth



**GROWTH**

**WHO**

- Customer focus
- Segment focus
- Prime Segment

**WHAT**

- Product to platform shift
- Scalable and differentiated offerings

**HOW**

- Right operating model with right costs & agility
- Delivering & monetising superior CX

Automation, Innovation and AI at the core

Sustainability at the core

**CULTURE**

Shift from skills to capabilities development

Great place to work + high employee engagement

Talent acquisition and management

**D**

DARING

**R**

RESPONSIVE

**I**

INCLUSIVE

**V**

VENTURING

**E**

ETHICAL

**AHEAD**

6 Key Leadership Behaviours

Ownership and Accountability

Being Agile

Collaboration

Continuous learning and Skills Transformation

“Can-do” attitude and growth mindset


Innovation and Problem Solving

# PERFORMANCE HIGHLIGHTS FY22

## FINANCIAL FITNESS

ALL KPI  
IMPROVEMENTS  
DELIVERED **AHEAD**  
**OF SCHEDULE**

P&L AND BALANCE  
SHEET **FUTURE**  
**READY TO SUPPORT**  
**OUR GROWTH**  
**AMBITIONS**

EBITDA  
Margin  **25.3%** FY22  
**16.6%** FY19

ROCE %  **26%** FY22  
**8.3%** FY19

Net Debt  
/ EBITDA  **1.6x** FY22  
**3.1x** FY19

# PERFORMANCE HIGHLIGHTS H1 FY23

## DATA REVENUE

↑ 9.4% YoY

Core Connectivity ↑ 4.8% YoY

Digital Platforms & Services ↑ 14.5% YoY

Incubation ↑ 162.8% YoY

STRONG GROWTH  
IN THE DATA  
SEGMENT; **ALL  
PORTFOLIOS  
PERFORMING WELL**

STRONG  
PROFITABILITY AND  
CASH FLOWS  
**HEALTHY TRACTION  
ACROSS KPIs**

EBITDA  
Margin ↑ **25.2%**  
Absolute EBITDA 5.1% YoY

ROCE % ↑ **27.7%**  
3.6% YoY

Net Debt  
/ EBITDA ↓ **1.5x**

# CUSTOMER SHIFTS

## WE CONTINUE TO BE RELEVANT ACROSS KEY CUSTOMER THEMES



ENABLING BORDERLESS GROWTH



ENHANCING PRODUCTIVITY AND EFFICIENCY



BUILDING AGILITY



BOOSTING PRODUCT INNOVATION AND CUSTOMER EXPERIENCE



MANAGING RISK

- Integrated suite of bundled offerings
- Delivered through service wrap

## Million Dollar Club

**DEEPER  
WITH  
FEWER**

# of  
Accounts

+33

Enterprise Revenue  
contribution

+8%

Digital Platform and Services  
Fixed Revenue CAGR

28%

# DEEPENING CUSTOMER INTIMACY

## WIN RATE

- Win rate in top customers is 36%, about 10% higher than enterprise win rate



## FUNNEL ADD

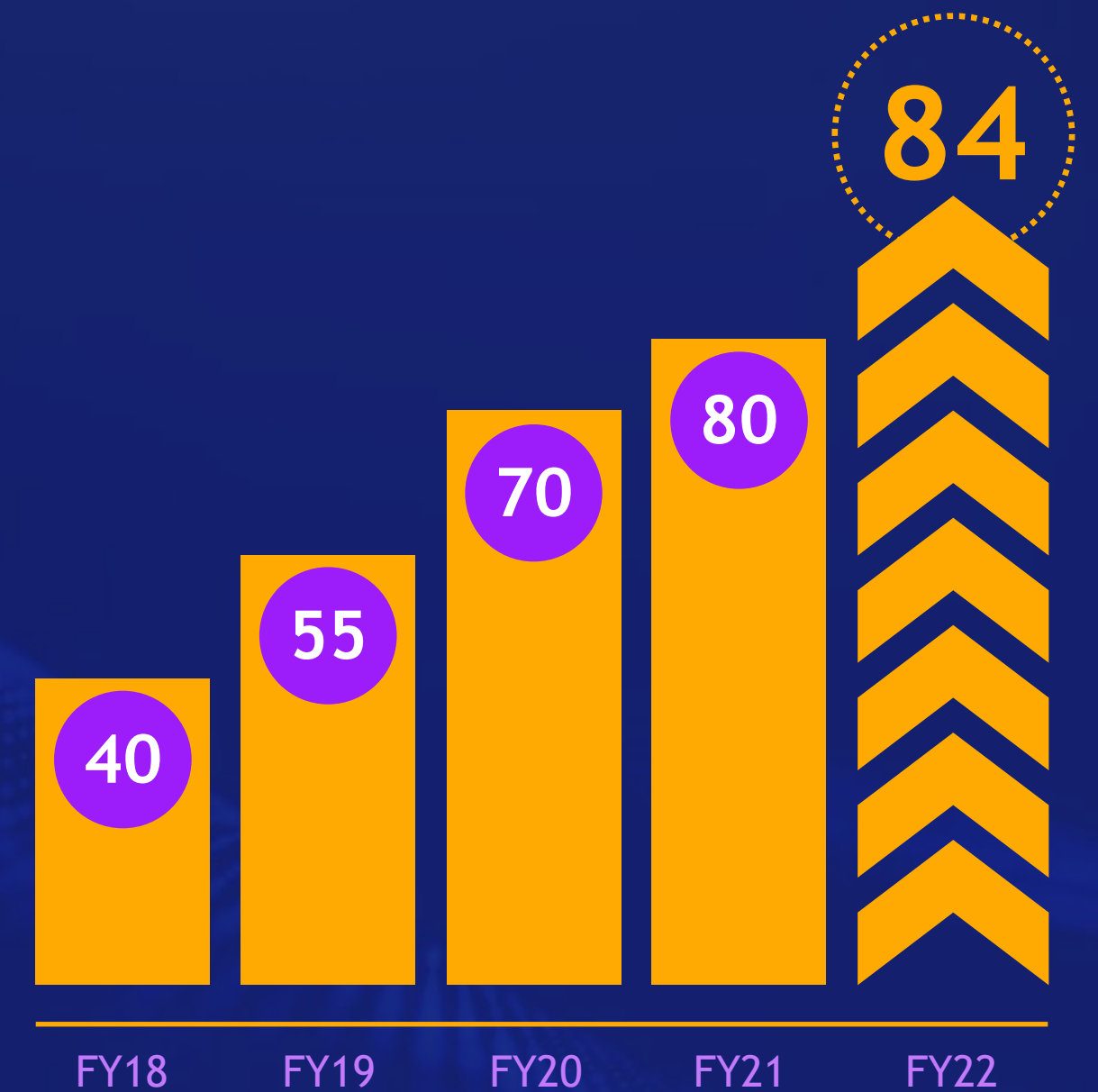
- Digital platforms and services funnel add contributing to 60% of the funnel add in Enterprise segment

## DIGITAL CONNECT

- Launch of self service portal TC<sup>x</sup> for agility and ease of doing business and faster turn around of revenue

## CUSTOMER EXPERIENCE

- Churn in enterprise segment down YoY by 12%
- Executive Engagement, Systemic Fixes across Quote to Cash cycle



**SIGNIFICANT GROWTH IN NPS YOY**



# PRODUCT SHIFTS

## PRODUCT TO PLATFORM SHIFTS STRENGTHENING OUR PORTFOLIO



### Next Gen Connectivity Services

- IZO™ Internet WAN
- ‘Bandwidth-on-Demand’ services
- IZO™ Network Edge
- IZO™ SDWAN



### Collaboration and Connected Solutions

-   
Powered by Tata Communications
- Tata Communications GlobalRapid
- InstaCC
- MOVE™



### Cloud and Cybersecurity

- IZO™ Cloud - Financial Cloud, IZO™ Kubernetes
- Cloud SOC



### Media

- Video Connect
- Media Ecosystem
- Media Edge and Cloud

# GROWTH OPPORTUNITY IN CONNECTIVITY AHEAD OF US



## WE CONTINUE TO STRENGTHEN OURSELVES

Increase Network Reach and Capillarity

Introduced New and Enhanced Services & Features

Continuous Transformation & Automation of our underlay network

# SHIFT TO A CLOUD-FIRST, INTERNET FIRST SOFTWARE-DEFINED NETWORK

	IZO™ Hybrid WAN	IZO™ SDWAN
Addressable Market CAGR*	2.6%	35%
2021	\$63.9 bn	\$3 bn
2024	\$69 bn	\$7 bn

\* Based on Gartner's Comms Services Forecast, Q1 2022. IZO Hybrid WAN addressable market is defined as 20% of total MPLS market and all of Internet market.

# CLOUD & CYBER SECURITY SERVICES OVERVIEW

## CLOUD AND MANAGED HOSTING

## MANAGED SECURITY SERVICES



### OPPORTUNITY

- Driven by Multi-cloud adoption
- CSPs expected to manage multi-cloud complexity

- Customers opting for Cloud-based security
- Network Transformation integrates Network & Security
- Increasing Cyber threats
- Need to protect 'Data + User + App' anywhere



### OUR FOCUS MARKETS

- **India** - to be the first-choice multi-cloud platform

- **India** - Offer comprehensive Managed Security Services and lead globally with advanced Network Security Services



### MARKET SIZE<sup>1</sup>

<sup>1</sup> Gartner

	India
CAGR	24%
2021	\$4 bn
2025	\$8.4 bn

	India	International
CAGR	22%	9%
2021	\$2.1 bn	\$145 bn
2025	\$4.7 bn	\$218 bn

# MEDIA OPPORTUNITY

MEDIA PRODUCT HAS GROWN AT 40% YoY FY 22

**\$ 4Bn** GLOBAL MARKET FOR  
VIDEO TRANSPORT

**\$ 8Bn** GLOBAL MARKET FOR  
VIDEO PRODUCTION

## MEDIA NATIVE SERVICE PROVIDERS

### STRENGTHS:

- Broadcast pedigree
- Operational experience

### WEAKNESS:

- Legacy infrastructure
- Lack digital roadmap

## PUBLIC HYPERSCALERS

### STRENGTHS:

- Cloud services at scale
- Marketplace & partnerships

### WEAKNESS:

- Cloud infra not media optimised
- Managing live video at scale still an issue

## TELECOM PROVIDERS

### STRENGTHS:

- Global network presence
- Existing relationships

### WEAKNESS:

- Not agile enough for live video
- Bundling for digital services an issue

# PRODUCT SHIFTS

FOCUS ON  
PRODUCT  
DIFFERENTIATION

## BROADENED ANALYST COVERAGE

FY22: **18** Analyst Houses

FY20: **2** Analyst Houses



# STRENGTHENING INDIA LEADERSHIP

## RECOGNITION



Managed **Multi Cloud Company** of the Year  
**SD-WAN Company** of the Year



Enterprise **Network Transformation Provider** Award  
**Best Enterprise Managed Security Services Provider**



**Data Security Council of India** -  
Excellence Awards 2021

## SUCCESS MARKERS



**Double digit CAGR(FY 19-22)** in India Enterprise revenue



### Network Transformation

- Market leader in DC to DC connectivity
- Expanding reach with **new IZO variants**
- **Funnel for Network Services and SDWAN** showing **strong uptick**



**Cloud & Cybersecurity Revenue CAGR(FY 19-22)** in India at **33%**



**50% of Million dollar club customers are in India**

# DRIVING INTERNATIONAL GROWTH

## RECOGNITION

**Gartner**

A 'Leader' in Gartner Magic Quadrant, for 9<sup>th</sup> consecutive year

**AVASANT**

Moved from Innovators to Leaders in Avasant SD WAN Managed Services report.

**IDC**  
*Analyze the Future*

IDC MarketScape: Cloud Security Services 2021 - Major player

## SUCCESS MARKERS

**APAC**

Strong growth seen in Network Transformation(26%) and UCAAS (62%)

**AMERICAS**

Growth drivers in Americas are Network Transformation(18%) and CPAAS(200%)

**UK & CE**

Growth pivoted on Network Transformation(35%) and MOVE(200%)

## BRAND ASSOCIATION



Official Broadcast Connectivity Provider, once again

\* All the % increase numbers above are 3Y Revenue CAGR



# GROWTH DRIVERS



## DIGITAL TRANSFORMATION

- Momentum in Fixed Digital Platforms & Services business, growing at a 3 year CAGR of 20%
- This momentum is seen across all regions and all portfolios
- Current funnel contribution is 55% of overall pipeline



## LARGE DEALS FOCUS

- Large Deals order book up 13% YoY
- Large deals open funnel contributing to 46% of total funnel
- Focus on multi-tower deals



## NEW LOGO ACQUISITION

- Augmenting Headcount for new customer acquisition in international regions
- Targeting specific industry verticals
- Leveraging partners like TCS for joint GTM



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**TOMORROW**

**OUR FINANCE STRATEGY**

# FINANCE STRATEGY

## KEY PILLARS



Truly  
Compliant



Fit to  
Compete



Fit to  
Grow



Winning  
Mix

# FIT TO COMPETE



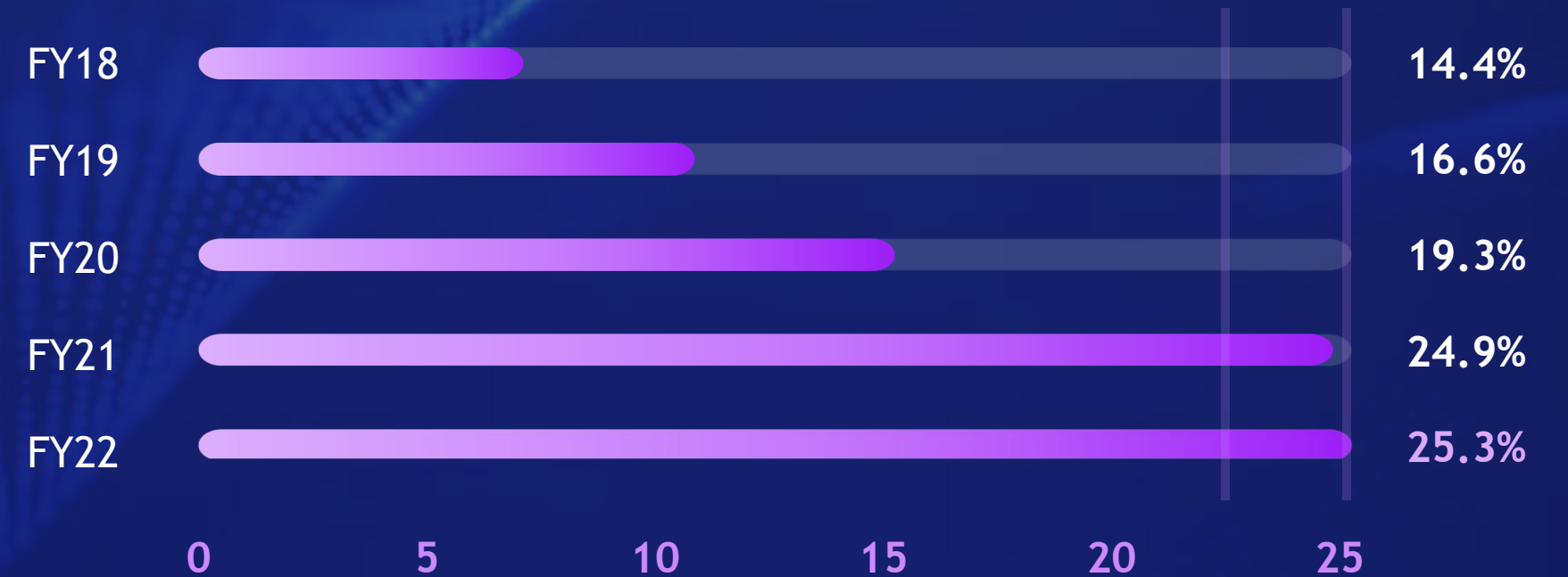
Medium term targets of a healthy balance sheet, growth in profitability and returns achieved ahead of time

A strong and robust balance sheet gives us the confidence to fund our growth ambitions

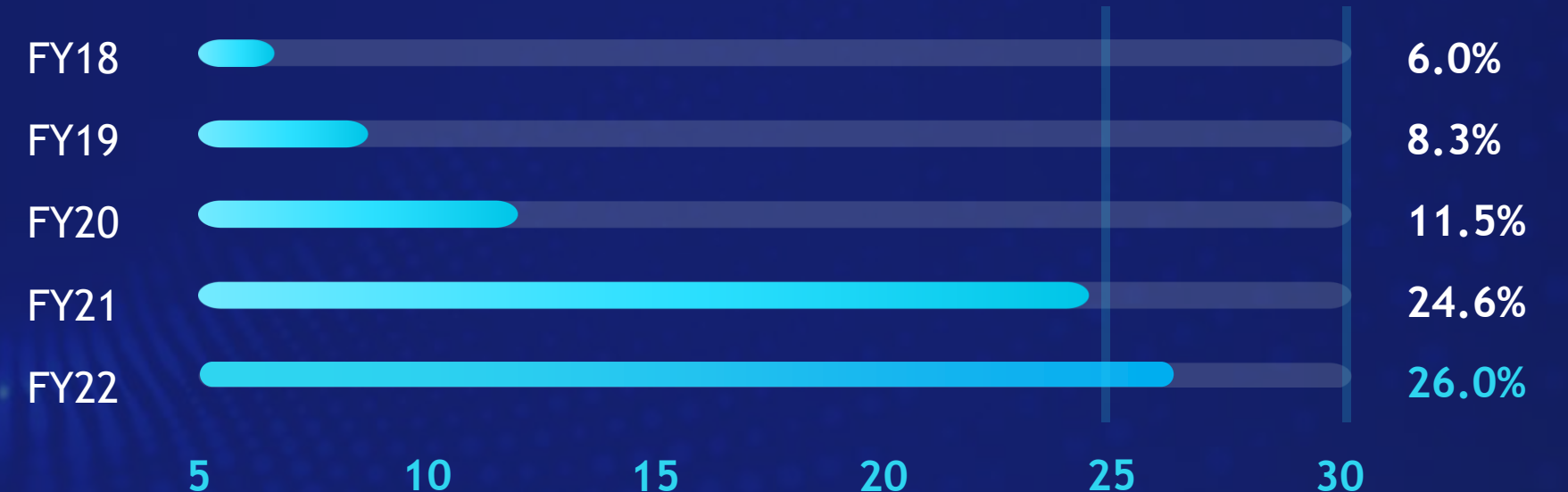
Strong cash flows and profits have helped us to improve shareholder returns through a significant improvement in our EPS

Dividend Distribution Policy with a pay-out of 30-50% of our consolidated profits; dividend of 40% of our consolidated profits for FY22

### EBITDA Margin (%)



### Return on Capital Employed (%)



# FIT TO COMPETE



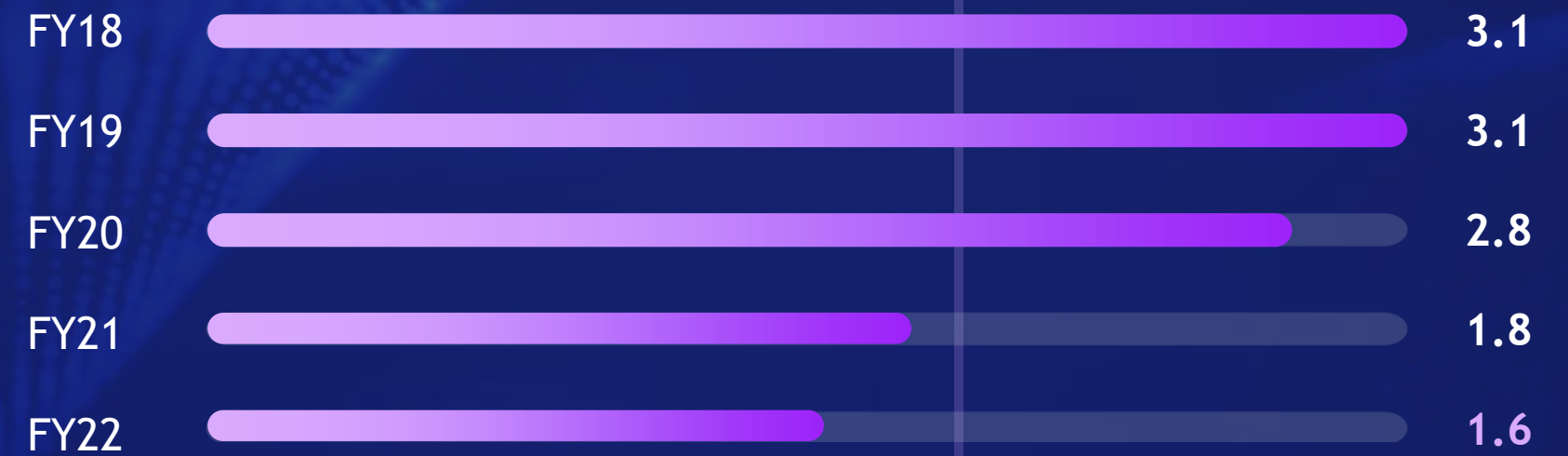
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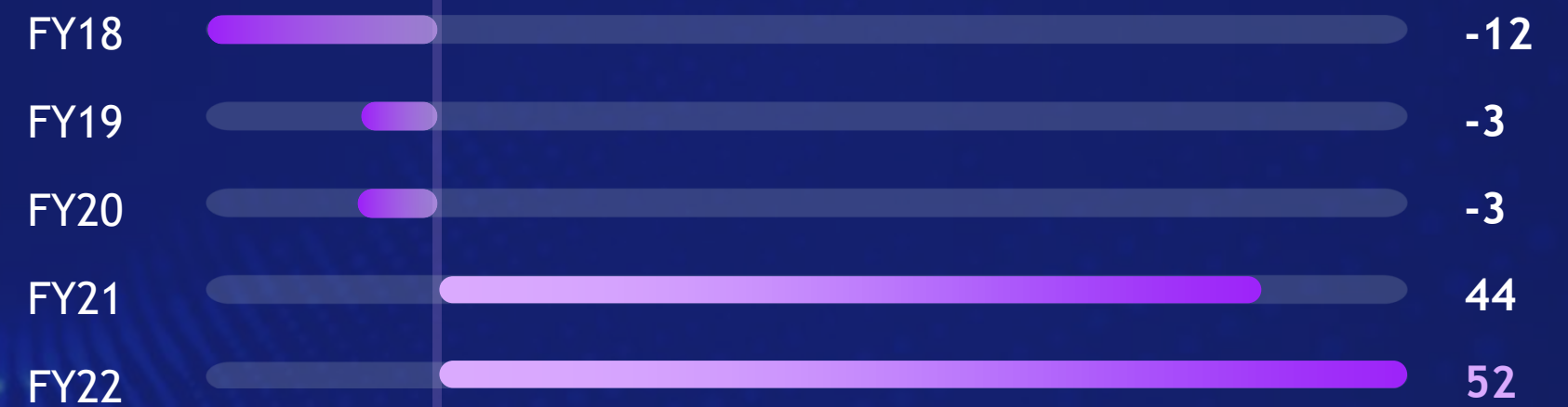
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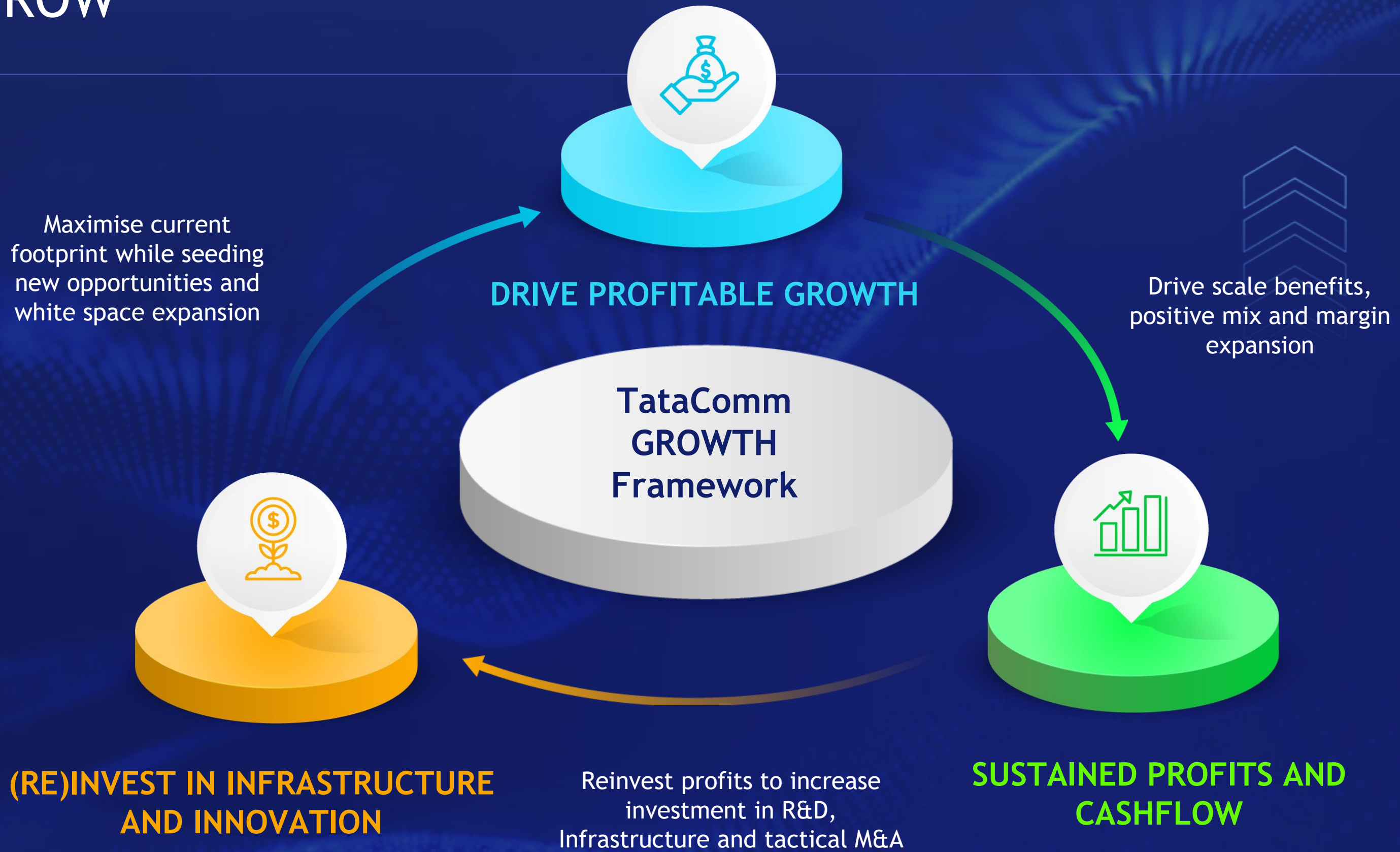
## Net Debt/EBITDA



## Earnings Per Share (INR)



# FIT TO GROW



# FIT TO GROW

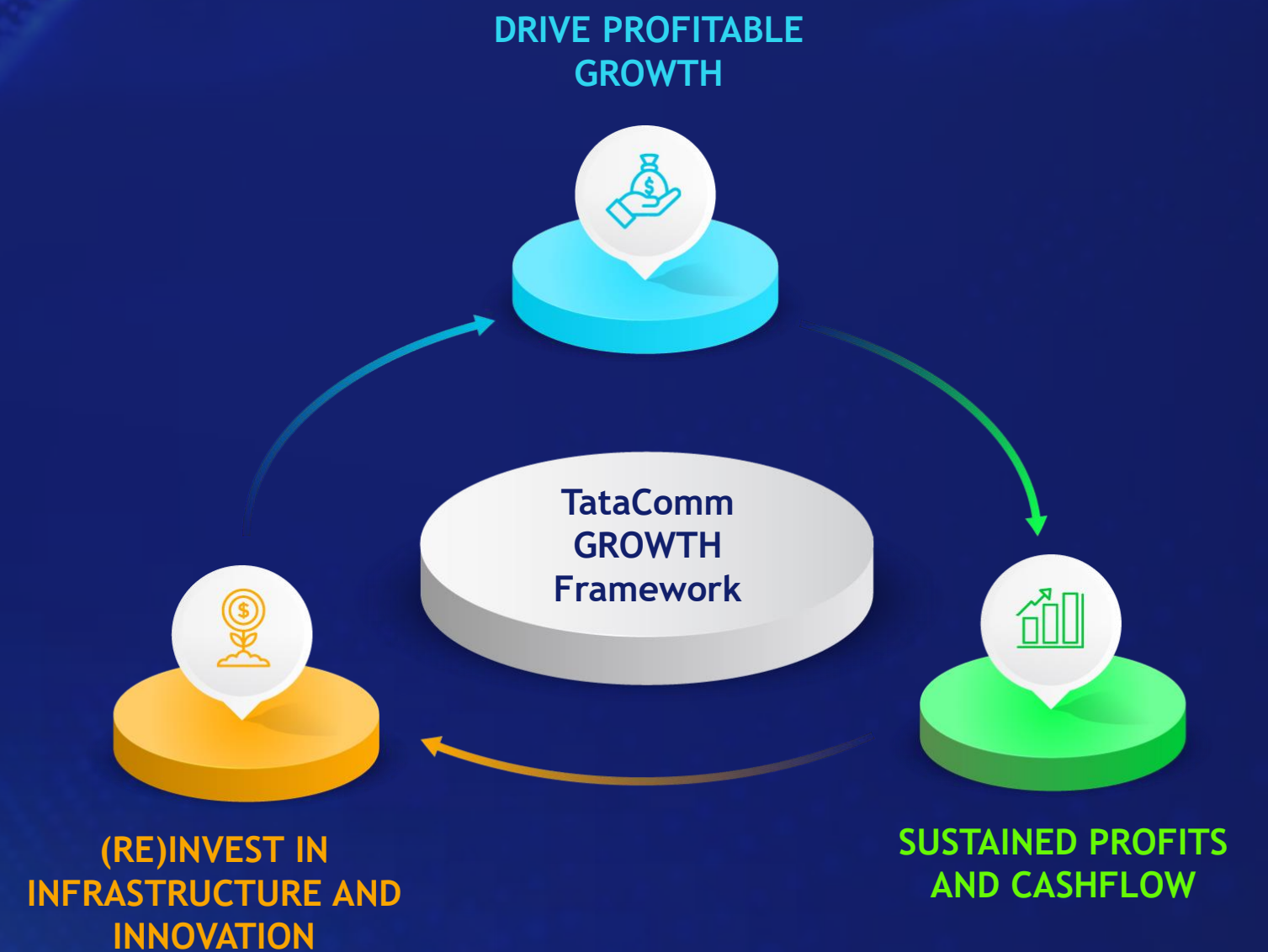
## TataComm GROWTH Framework



Financial Fitness is an integral part of our reimagined strategy and our ambition of consistent double-digit growth

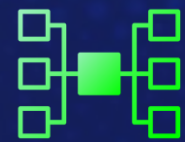


Expanding margins through driving profitable growth and reinvesting towards building capabilities that support and drive future growth



# FIT TO GROW

Successful execution of this model will allow us to:



Continue investing in our infrastructure and platforms, including expanding our investment capacity



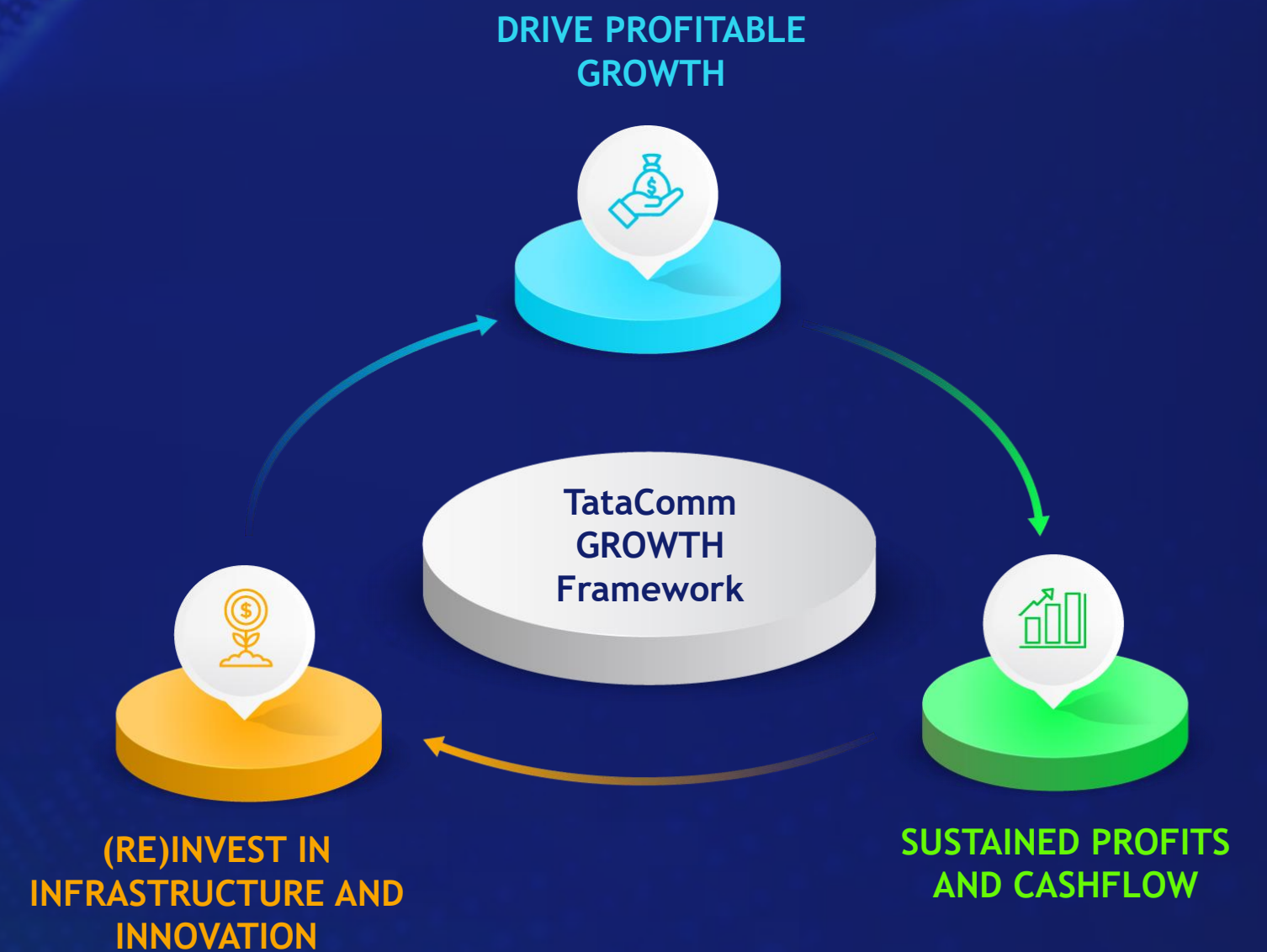
Drive Innovation in our product portfolio to meet the future needs of our customers



Invest in skills and capabilities of our people



Strengthen our business through external (M&A) opportunities







TATA

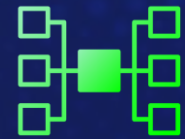
TATA COMMUNICATIONS

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**OUR SHAREHOLDERS**

# MAXIMIZING LONG TERM INTRINSIC VALUE FOR OUR SHAREHOLDERS

The sustained trust and confidence of our shareholders enable us to remain focused on achieving our strategic objectives and maximizing long-term returns.



Tata Sons increased promoter shareholding post GoI exit by 10% during the Offer For Sale



Consistent improvement in the Dividend Payout Ratio with FY22 dividend at INR 21.7 per share

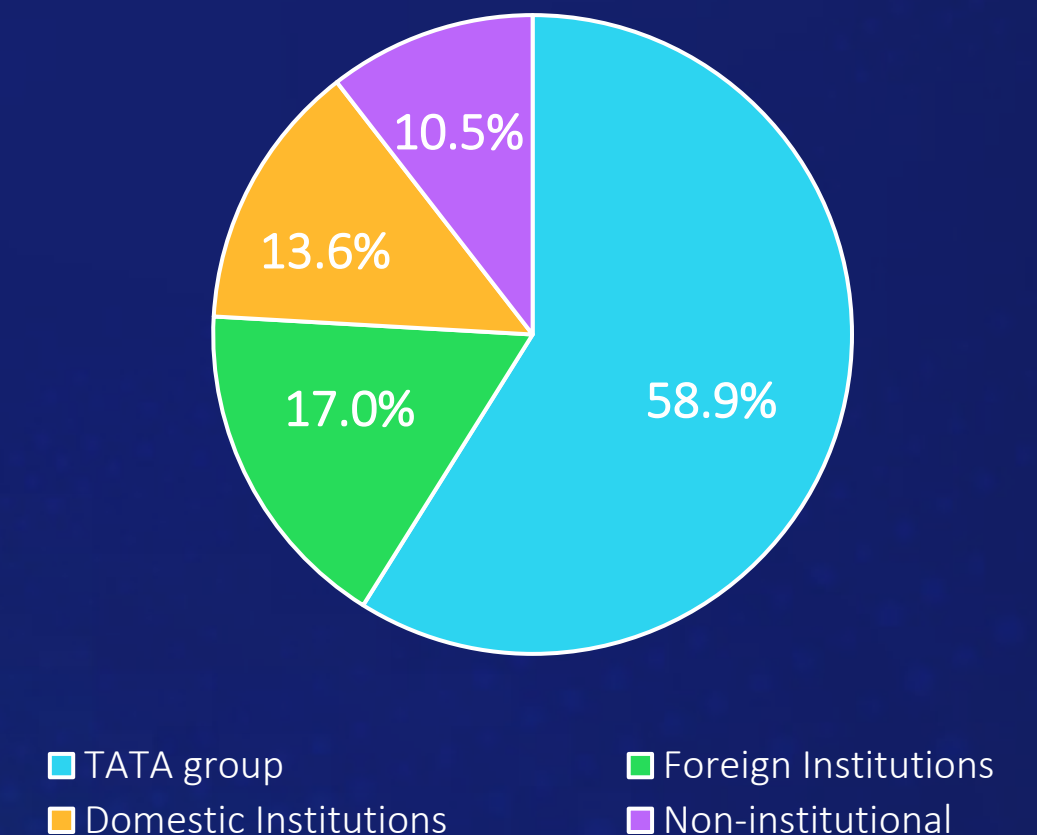


Covered by leading analysts like CLSA, ICICI Securities, Motilal Oswal, Kotak Securities, IIFL and Emkay Global



Focus on unlocking intrinsic value through organic and inorganic opportunities to accelerate growth

Shareholding pattern as of 30 Sept 2022





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**THANK YOU**

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