

**TATA** COMMUNICATIONS



**EMPOWERING**  
**TOMORROW**

**INVESTOR MEET 2023**

**7<sup>TH</sup> June 2023**

## **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.

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# WE ARE DELIVERING ON OUR 'REIMAGINE' STRATEGY

# OUR 'REIMAGINE' STRATEGY



# CUSTOMER SHIFTS HELPING GOING DEEPER WITH FEWER

**+33**  
FY20-FY23

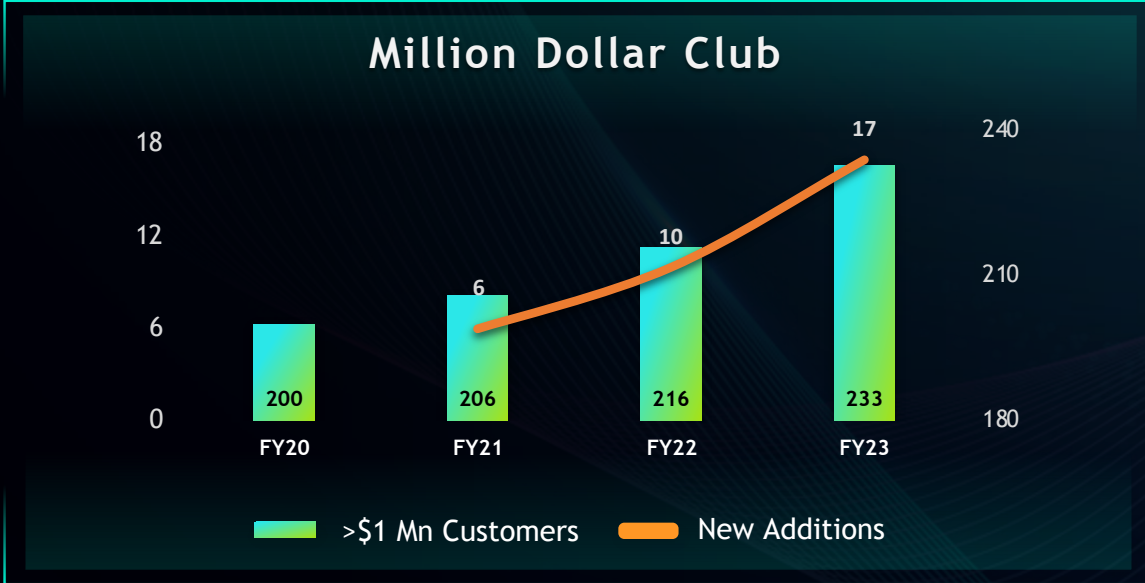
**Million Dollar Club**

New Customers Added

**+10**  
FY20-FY23

**5 Million Dollar Club**

New Customers Added



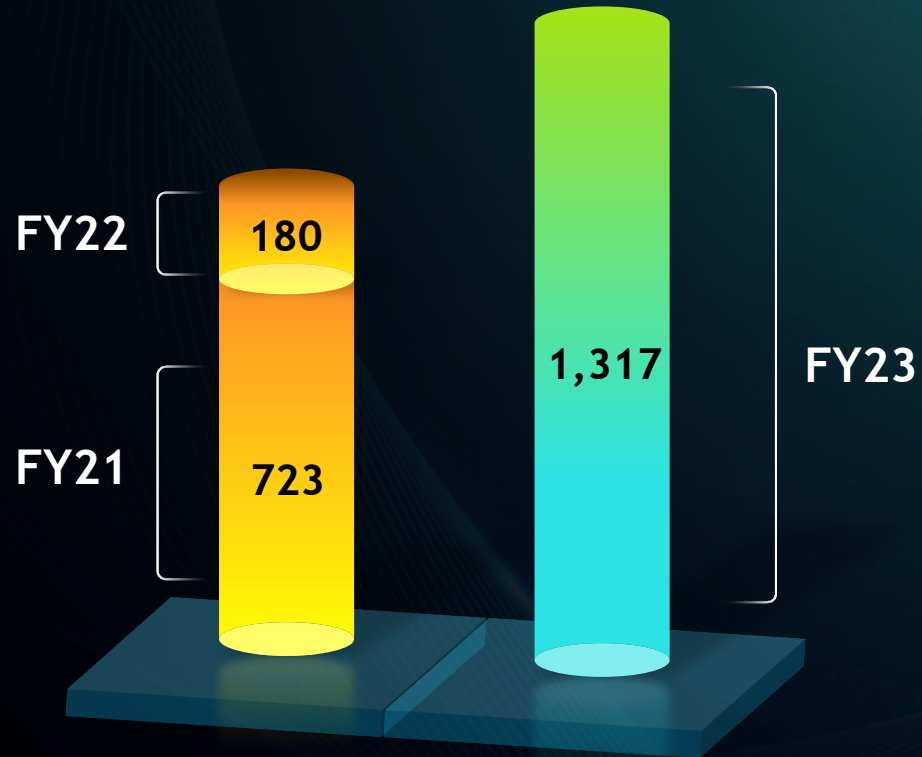
### Benchmark NPS

**NPS remains in Top Quartile**

Refers to accounts with revenues greater than USD 1 and 5 Mn respectively

# PRODUCT TO PLATFORM SHIFT IS ACCELERATING DATA REVENUE GROWTH

Incremental Data Revenue (in ₹ Cr)



**10.3%**

**FY23**  
Data Revenue  
Growth **YoY**

# TATA COMMUNICATIONS ESG COMMITMENTS



## People

Fostering the Right Wining Mix

Multiple Great Place to work recognitions

Focus on Diversity & Inclusion - 21.8%

Learning Academies set up for critical roles across the value chain



## Planet

Our Long-term Sustainability Goals

Carbon Neutral by FY30 | Net Zero by FY35

Customer GHG emission reduction potential of 20x our emission by FY27

Become Water neutral

Zero waste to landfill by FY27



## Community



**Project School of Hope & Empowerment (S.H.E)**

3 Mn Women lives positively impacted, goal to reach 5 Mn by Dec 2024

**Project Nanneer**

Lake restoration in Chennai, saved 10 Cr liters of water since Sep 22, planted 6000 native trees

Plan to create a butterfly habitat



# FINANCIAL TURNAROUND - THE REIMAGINE STRATEGY IS DELIVERING



# USHERING IN THE NEXT PHASE OF TRANSFORMATION

# STITCHING RIGHT CAPABILITIES FOR ACCELERATED GROWTH



**Product to  
Platform Shift**



**Evolution from a Platform  
to a Digital Fabric**



**Increasing Customer  
Relevance Quotient**



# THE FUTURE IS HYPERCONNECTED ECOSYSTEMS



Real  
Time



Always ON -  
Anywhere ON



Seamlessly  
Collaborative



Intelligent &  
Always Learning

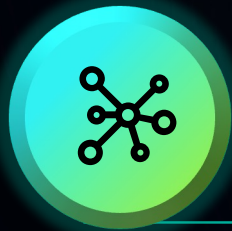
# INCREASING RELEVANCE IN THE ERA OF HYPERCONNECTED ECOSYSTEMS

Hyperconnected ecosystems enable customers' needs of

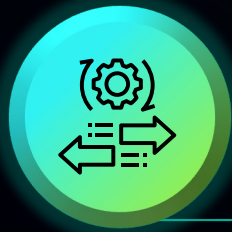


# HYPERCONNECTED ECOSYSTEMS: CHANGING AUTO BUSINESS MODELS (OEMS TO *MOBILITY SERVICES*)

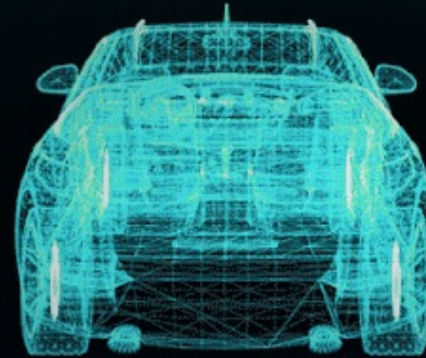
**CASA** trend necessitating “hyperconnected-ness” for enabling a V2X Ecosystem



Connectivity



Shared Mobility



Alternate  
Drive Trains



Advanced Driver  
Assistance Systems



# OUR DIGITAL FABRIC HELPS CUSTOMERS SUCCEED IN THEIR HYPERCONNECTED ECOSYSTEMS

Customer's own suite of applications



DILISA\* enabled Analytics & Reporting



Zero trust security across the Digital Fabric

## Tata Communications Digital Fabric

End-To End visibility & management, intelligent & easy to consume through APIs

Cloud Network Edge



Connected & Intelligent Infrastructure

## Platforms & Solutions



IoT Solutions

Private Networks

Connected Solutions



Media & Entertainment Solutions

Connected Experiences

\*Device Intelligence, Locational Intelligence & Situational Awareness

# OUR KEY STRENGTHS



# WE CONTINUE TO INVEST IN OUR DIGITAL PORTFOLIO

Tata Communications  
Digital Fabric

## Connected & Intelligent Infrastructure



IZO™ Multi Cloud Connect  
IZO™ Internet WAN  
IZO™ SD-WAN & SASE  
NexGen Connectivity

IZO™ Private Cloud, Fin Cloud  
IZO™ Kubernetes Solutions  
Cloud

Cloud SOC  
Network Security  
Cloud Security  
Cyber Security

## Digital Platforms & Solutions

### Connected Solutions



Private Networks  
Mobility & IoT Platforms

### Connected Experiences



Customer Interaction Platform



Communication & Collaboration Solutions

Media & Entertainment Solutions

# OUR MOATS

## Network Strengths

### Owned Global

SubSea network underpinning Connectivity Solutions

### 1/3rd of Internet routes

are connected directly to us

**Extensive Coverage** Providing connectivity solutions to customers across 190+ countries & territories

### 100%

cloud giants are connected through us

### 100% coverage

in all Tier III/IV DC Eco-system in India

## Increasing Customer Relevance

### B2B Specialist

with an Industry **leading NPS**

### Unparalleled breadth and richness

in our platform and solution offerings delivering superior customer experience

**Coverage from 20+ Analyst Houses** with industry recognitions across our platform offerings

### Global Recognition

in Gartner Magic Quadrant for network services for 10 years in row

## Financial and Cultural Enablers

**A CommTech Organization** driving digital transformation

### Healthy Financial KPIs

with high ROCE and improving Debt coverage

### Unique Digital Fabric

enabling enterprise transformation

### Incubating new solutions

and capabilities through the 1/3/30 strategy

# WELL POSITIONED AS THE 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

# THE THREE PILLARS ARE DRIVING US TOWARDS AMBITIOUS GROWTH



# WHAT WILL ALL THIS TRANSLATE TO

# NEXT PHASE OF TRANSFORMATION

We will become  
**The Digital Fabric**  
*enabling enterprises to succeed  
in their*  
**Hyperconnected  
Ecosystems.**



Ambition to **Double our Data Revenues** by FY27

**TATA** COMMUNICATIONS



**EMPOWERING**  
**TOMORROW**

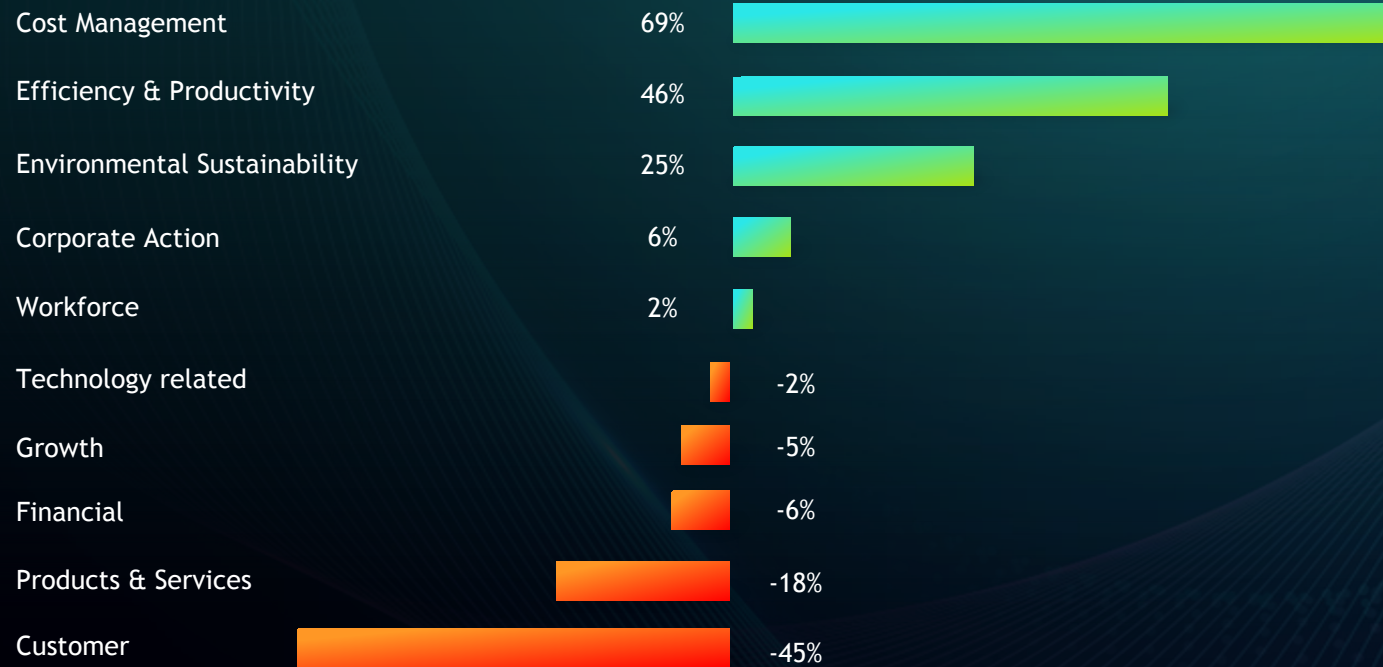
**DELIVERING**  
**ACCELERATED GROWTH**

**7<sup>TH</sup> June 2023**

# THE CEO PRIORITIES ARE WITNESSING A SHIFT

## CEO Strategic Business Priorities for 2023 and 2024 - Top 10

Change from 2022



- Cost Management
- Efficiency and Productivity
- Sustainability

Occupying greater mindshare in FY24



# OUR PORTFOLIO AND EXPERIENCE MAKES US EXTREMELY RELEVANT TO THESE KEY THEMES

## Cost Transformation

- Internet-first, cloud-first network transformation
- Cloud strategy optimization
- Hybrid workforce enablement



## Productivity and Experience

- Customer interaction platform
- Connected workforce solutions
- Connected solutions



## Sustainability

- Remote work / production
- Cloud based managed services
- Hybrid workplaces



# OUR ADDRESSABLE UNIVERSE IS EXPANDING



# OUR GTM STRATEGY IS BUILT TO ACCELERATE OUR GROWTH ACROSS MARKETS & SEGMENTS

Top Accounts

Growth Accounts

Driving Large Enterprise Growth

Wallet Share Growth through Enhanced Relevance

Strengthen India Leadership

International Markets Growth Focus

Accelerating Emerging Enterprises

Alliances

Wider Acquisition Propositions

# SUCCESS MARKERS INDICATE MOMENTUM IN GROWTH FOR THE YEAR AND BEYOND

Large Deal Count up by 84%

PPR up by 10%

61% of Revenue from Top 100

Wallet Share Growth through Enhanced Relevance

International Markets Growth Focus

Strengthen India Leadership

50% Growth in New Logo In 2 Years




50% Growth in DP&S Funnel in 2 years

70% of Emerging Enterprises orders serviced via Low Touch Digital Platform

# WE CONTINUE TO DEEPEN OUR CUSTOMER ENGAGEMENT



# CASE STUDY - DELIVERING CUSTOMER VALUE ACROSS ALL AREAS

Business Area	Customer Imperative	Our Impact Area
 <p><b>Product and Service</b></p>	<p>Enabling the best in class connected car experience</p>	<ul style="list-style-type: none"> <li>• Always On, Always Connected Solution</li> <li>• Intelligence platform to drive next gen digital services for car users</li> </ul>
 <p><b>Customer Experience</b></p>	<p>Delivering 'modern luxury' experience to customers across every touchpoint</p>	<ul style="list-style-type: none"> <li>• Customer interaction platform for seamless real-time, omni-channel experience</li> </ul>
 <p><b>Industrial Operations</b></p>	<p>Efficient Industrial operations across Manufacturing and Logistics value chain</p>	<ul style="list-style-type: none"> <li>• Smart factory enablement</li> </ul>
 <p><b>Digital Enterprise</b></p>	<p>Enhancing organization wide efficiency and collaboration</p>	<ul style="list-style-type: none"> <li>• Agile and cost-efficient infrastructure build on Internet-First, Cloud-ready approach</li> <li>• Secure Digital Experience for the workforce</li> <li>• Hybrid workplace enablement</li> </ul>

# OUR BRAND REPUTATION & CREDIBILITY CONTINUES TO GROW....

<p><b>Credibility &amp; Recognitions</b></p>	<p>Leadership position across <b>28 flagship</b> analyst reports across the portfolio</p>	<p>Turnaround Enterprise of the Year</p>	<ul style="list-style-type: none"> <li>• CEO of the year</li> <li>• Cloud Technology</li> <li>• Enterprise Network Transformation Provider</li> </ul>
	<p><b>10 Years</b> of being leader in the <b>Gartner Magic Quadrant for Network Services</b></p>	<p>MWC, Barcelona DIGO - Personal Data &amp; Identity</p>	<ul style="list-style-type: none"> <li>• Managed Multi Cloud Company of the Year</li> <li>• SD-WAN Company of the Year</li> <li>• Managed Security Services Company of the Year</li> <li>• Video Managed Services Company of the Year</li> </ul>

# AND STRENGTHENING OUR MARKET POSITION

## Live Capability Showcases

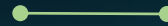


## Experiential Engagement

Customer Experience Centre



Innovation Labs



Operation Centers

## Industry Partnerships



**250+**

Senior customer executive engagements on-site

**500+**

Customers visited our experience centre, labs and operation centres

**3000+**

Organisations engaged through the CII-CDT initiatives



# WHAT WILL COLOR OF OUR SUCCESS LOOK LIKE IN FY '27

	FY23	FY27
Lead India Market	#1	Continue #1
International Markets	Peripheral	Strong Challenger
Revenue from Million Dollar Accounts	35%	Over 50%
Digital Portfolio	32%	Over 50%



# KEY TENETS OF OUR FINANCE STRATEGY

# TATA COMMUNICATIONS FINANCE STRATEGY

## ● Key Pillars



Truly Compliant

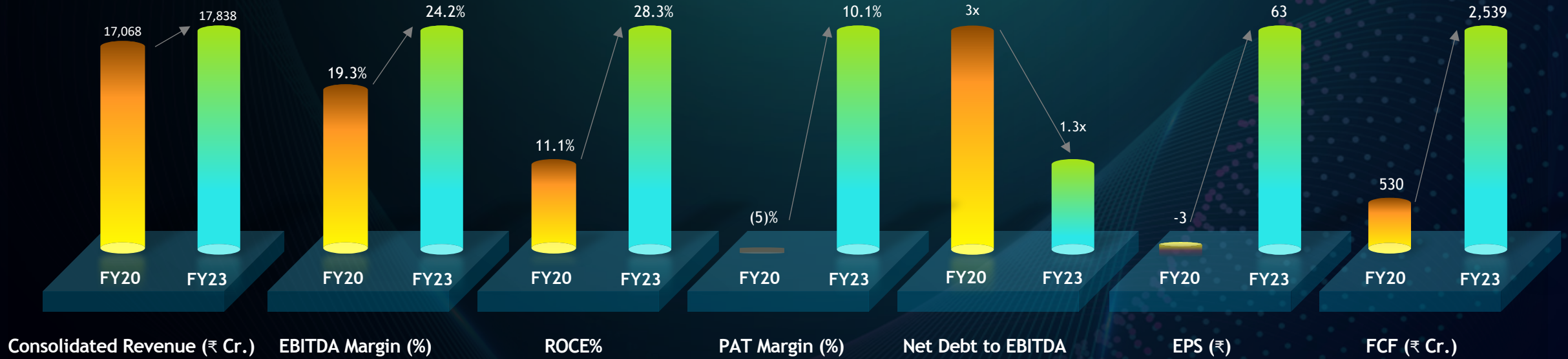


Fit to Compete



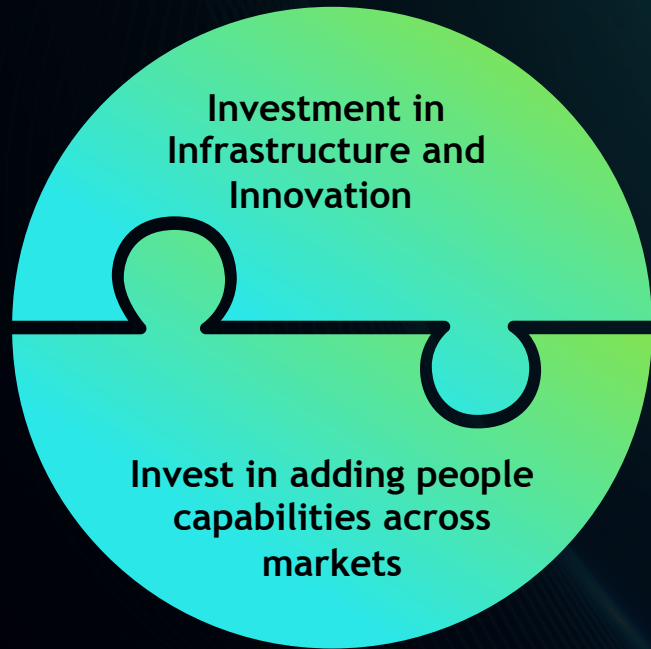
Fit to Grow

# WE ARE DELIVERING ON OUR FINANCE STRATEGY



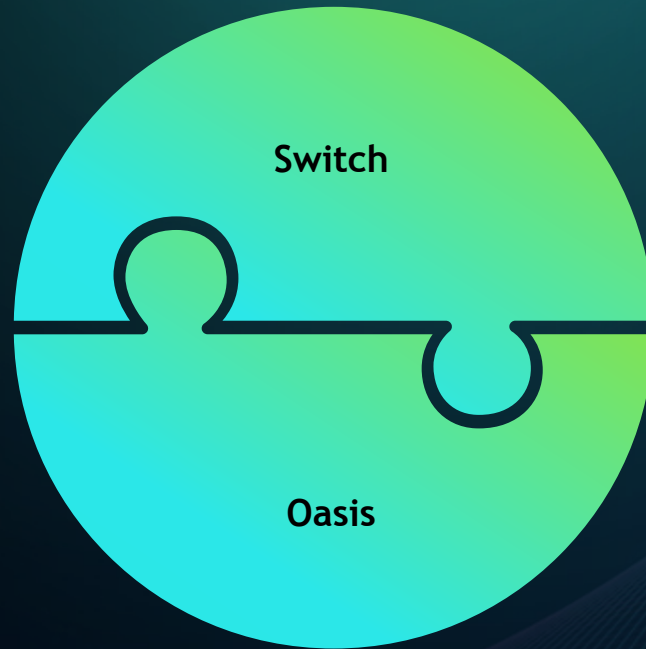
- Automating & Simplifying Processes
- Eyeing returns (ROCE)
- Optimising Costs and improving tax efficiency
- Establishing a robust CAPEX framework
- Improving working capital and cash flow conversion

# SHARPENING OUR FIT TO GROW ENGINE



Driving Profitable Growth and reinvesting towards building capabilities

**METICULOUS**



Strengthening our Media and Connected Solutions business via inorganic route

**STRATEGIC FIT**



Scaling up existing investments to increase our relevance to customers and accelerate growth

**VALUE CREATION**

# SHARPENING OUR FIT TO GROW ENGINE

## Tata Communications Media Business

Revenue: INR 579 Cr.  
Revenue Growth CAGR (3 years): 33%  
G-to-G Video Transport Market Share: 25%



**USD 58.8 Mn** 100% Stake

- Enabling access to US Sports market
- Acquiring live video production capabilities

### Region to Region Video Transport

Market Size:  
\$ 800 Mn  
US Market Size:  
\$ 320 Mn

### Video Production

Market Size:  
\$ 1 Bn

# DRIVING THE RIGHT GROWTH OPPORTUNITIES



Improving  
Balance Sheet and  
Growth Momentum



Increasing  
Relevance to  
Customers

Improve GTM /  
Platform capabilities

Adjacent opportunities  
and white spaces

Strengthen portfolio  
and drive scale

**28,000 Cr.**  
FY27

**Data  
Revenue  
Growth**

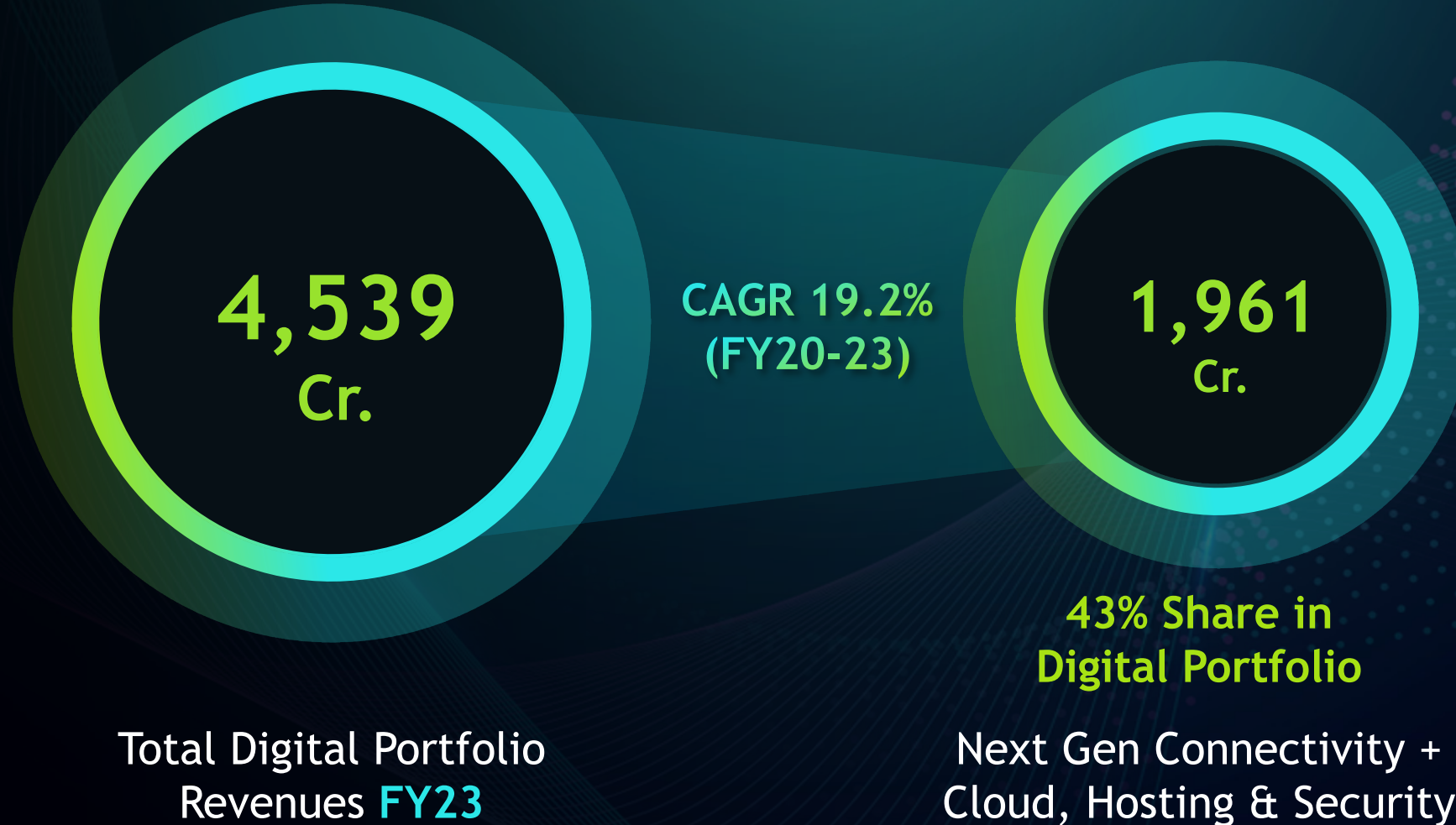
**14,096 Cr.**  
FY23

**TATA COMMUNICATIONS**  
**OUR AMBITION**





# CONNECTED INFRASTRUCTURE - SIGNIFICANT PART OF OUR DIGITAL PORTFOLIO



# CONNECTED INFRASTRUCTURE DRIVES KEY BUSINESS OBJECTIVES

## ● THE WHY

Reimagined & Improved Networks

Converged Security

Multi-Cloud Connectivity

Enhanced User Experience



## ● THE WHAT

Future Ready

Performant

Programmable

Secure

## ● BUSINESS OBJECTIVES ENTERPRISES ACHIEVE

Borderless Growth

Innovation and Experience

Productivity and Efficiency

Business Agility

Manage Risks

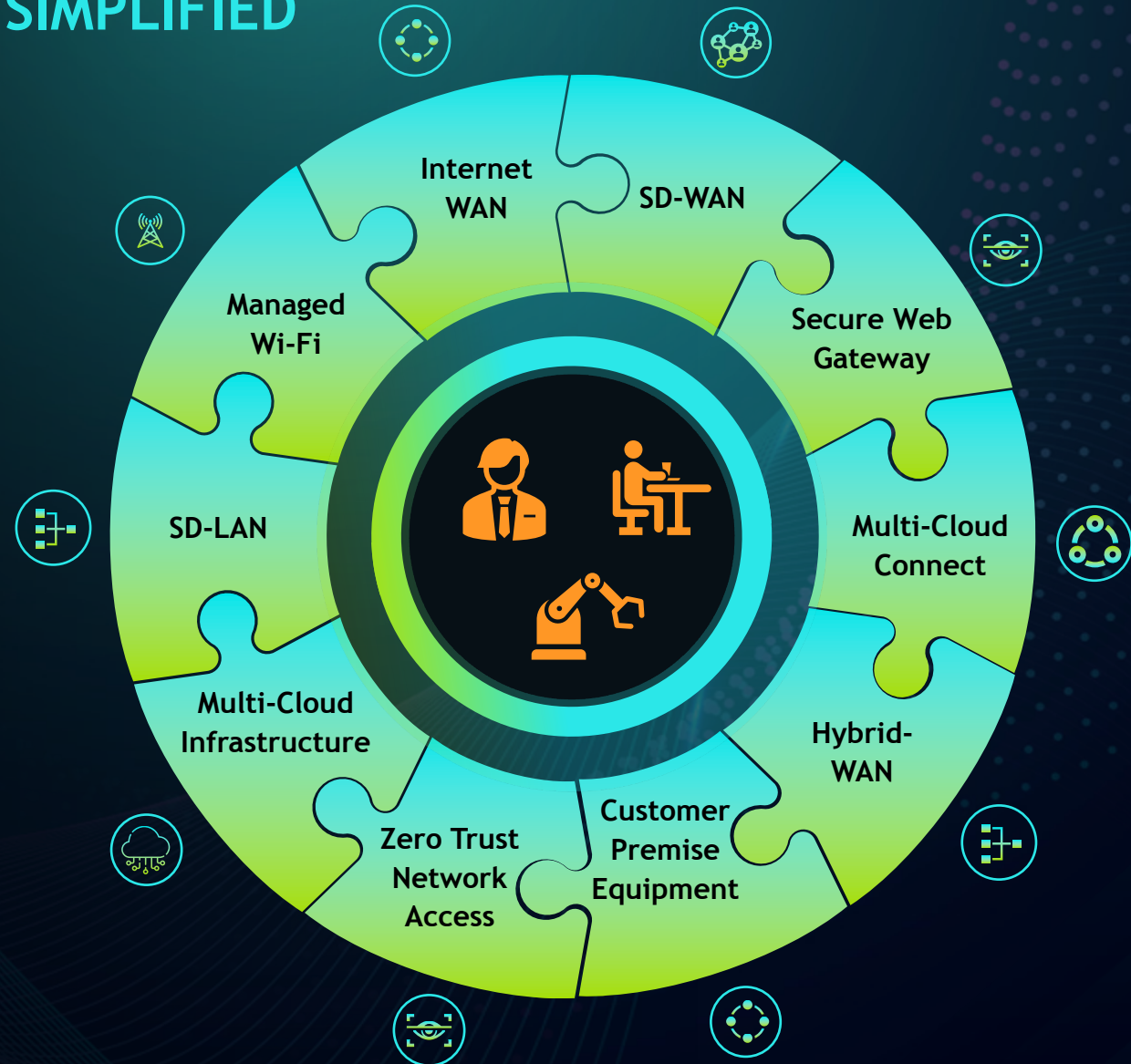
# CONNECTED INFRASTRUCTURE - WHAT ARE WE SOLVING FOR?



Disparate solutions,  
multitude of  
policies and  
management  
complexity

# CONNECTED INFRASTRUCTURE SIMPLIFIED

Full spectrum of product & services, single policy ownership and transparency (TC<sup>x</sup>)



## CONNECTED INFRASTRUCTURE - OUR KEY PROPOSITION

### ● Right to Play

- World's most **comprehensive predictable and dependable internet** connectivity platform that is built for **business**
- **160 countries** - Connected Infrastructure offering
- **Multi-Cloud Connectivity** - On-demand multi-cloud connectivity
- **Technology expertise** combined with virtual simulation platforms & integration test labs
- **Accelerating Investments** in Connected Infrastructure based on a multi-year technology road map

### ● Right to Win

- **Single point of ownership** - to deliver on enterprise business objectives
- **Depth of capabilities** - 500+ Connected Infrastructure Engineers, large-scale global transformation experience
- **Drive value** - engage regionally, deliver globally, financially optimized first-time right delivery, enhanced security controls, regulatory compliant solutions, greater solution availability through automation & best practices
- **Customer experience focus - TC<sup>x</sup>** - Single window for information, intelligence & insights driven by Artificial Intelligence (AI)

# GLOBAL SECURE CONNECTED INFRASTRUCTURE FOR A MEDICAL TECHNOLOGY FIRM

Globally distributed factories, offices & employees | Internet first, cloud first approach!

IZO™ Hybrid WAN | Managed SD-WAN | Cloud Firewalls | Secure Web Gateway | Multi-Cloud Connect | Managed Services



**39**

countries across the globe with 200+ sites



**Performant network**  
that supports voice, video & collaboration securely



**End-to-End**  
Secure internet transport and anywhere application access



**Simplified**  
policy, capacity and operations management



**Fully-managed**  
services with TC<sup>x</sup>

# ENHANCING CUSTOMER EXPERIENCE ACROSS STORES - INTEGRATED LAN & WAN

Multinational food chain enhancing their customer experience through high-speed internet and secured Wi-fi access in stores

Managed Wi-fi & LAN | IZO™ SDWAN | Internet Access Service

*Consistent & superior customer experience across all Store locations in India*



Currently  
**300+**  
Stores  
Expanding to  
**350+**



**Persona Based  
Traffic Segregation -**  
Increased  
Security for  
Enterprise applications



**Fully-managed**  
Services with Tata  
Communications



**Business Value**  
Enhancement  
through  
superior customer  
experience



**Future ready  
Platform**  
to launch  
new customer  
engagement & loyalty  
programs

# CONNECTED INFRASTRUCTURE MARKET SIZE

	IZO™ INTERNET WAN <sup>1</sup>	IZO™ MULTI-CLOUD CONNECT <sup>2</sup>	MANAGED Wi-Fi and LAN <sup>3</sup>	SDWAN + Network Security <sup>4</sup>
<b>Addressable Market CAGR*</b>	1.4%	17%	8.3%	17%
<b>FY24</b>	\$94 Bn	\$2.7 Bn	\$11.9 Bn	\$9.1 Bn
<b>FY27</b>	\$98 Bn	\$4.3 Bn	\$15.1 Bn	\$14.7 Bn
<b>USE CASES</b>	Enabling WAN network transformation from MPLS based to Internet & Hybrid	Enabling Site to Multi-cloud and Cloud to Cloud connectivity	Enabling new deployments & existing setup Transformation to Next Gen Wi Fi based architectures	Policy driven WAN & Security management enabling integrated Network + Security controls, visibility and operations simplicity

\*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  
<sup>1</sup>Based on TechSci Research Report 2018 - 2028; approx. 25% of the market will qualify as target addressable market for Tata Communications  
<sup>2</sup>Based on Omdia Report March 2023 for WLAN Market  
<sup>3</sup>Based on Gartner Forecast Analysis - SASE, Worldwide, published in 2021



# OUR EXPERTISE TO GROW IN THIS AREA IS WELL-RECOGNIZED

**10** CONSECUTIVE YEARS OF BEING A LEADER

Recognised as a Leader in the 2023 Gartner® Magic Quadrant™ for Network Services, Global



Leader in Avasant SD-WAN Managed Services Radar View 2022-2023



Leader in Cyber Resiliency Services 2022 (Global recognition)



Major contender - PEAK Matrix for IT Security 2022 (2<sup>nd</sup> year in a row)



Leaders in Secure Access Service Edge (SASE) for UK



Leaders in Managed SDWAN Services for Singapore & Malaysia 2022



Major player in Asia / Pacific MSS MarketScapes 2022

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**SPEND A DAY WITH ME...**

# INCREASING RELEVANCE IN OUR PLATFORM SOLUTIONS



Total Digital Portfolio Revenues FY23



Collaboration  
34% Share in Digital Portfolio



Connected Solutions  
10% Share in Digital Portfolio



# UNDERSTANDING THE OPPORTUNITY LANDSCAPE OF OUR PLATFORM SOLUTIONS

InstaCC™

TATA COMMUNICATIONS DIGO

TATA COMMUNICATIONS GLOBAL RAPIDE

JAMVEE  
By TATA COMMUNICATIONS

TATA COMMUNICATIONS IOT

TATA COMMUNICATIONS MOVETM

Sector Served

BFSI, Healthcare, Automotive, Logistics, Technology

ITES, BFSI, System Integrator, Hi-Tech Manufacturing

Metals & Mining, Manufacturing, Oil & Gas, Auto, Pharma, Smart City

Automotive, Aviation, MVNO's, Microelectronics

Market Size FY24

\$19.7 Bn

\$9.6 Bn (CY2023)

\$28.0 Bn

\$39.0 Bn

Market Growth CAGR%

22% (2022-2027)\*

6% (2023-2025)\*\*\*

17% (2021-2026)

14% (2021-2025)\*\*

\*Tata Communications DIGO market data source: Gartner  
 \*\*MOVE market data source: Bain internal study  
 \*\*\*GlobalRapide market data source: Omdia market report  
 Source: IDC forecast, Gartner forecast, Bain analysis

# UNDERSTANDING THE OPPORTUNITY LANDSCAPE OF OUR PLATFORM SOLUTIONS

InstaCC™



## Use Case

- Omnichannel Marketing Campaigns
- Brand Engagements via Virtual and Human Agent
- Bespoke Workflows

- GlobalRapide: Platform-agnostic service provider; Assessment, Migration, End-to-End Management & Automation
- Jamvee™: Global PSTN and mobile calling and messaging app

## Right to Win

- Global Compliance
- Secured information channel
- Connectors across channels
- Strong enterprise presence

- Secured, economical
- End-to-End UCaaS solutions
- Voice and data platform and networks spanning across 110+ countries

# UNDERSTANDING THE OPPORTUNITY LANDSCAPE OF OUR PLATFORM SOLUTIONS

Use Case

Right to Win

TATA COMMUNICATIONS IOT

TATA COMMUNICATIONS MOVE™

- Connected Operations
- Connected Workers
- Connected Utilities
- Smart Cities

- Connected Mobility, & Airlines
- Software-Over-the-Air update
- Digital MVNO

- End-to-End IoT solution (Device to Analytics)
- Access or network agnostic

- Global QoS
- Contextual, On-demand, Multi-model connectivity
- Born Connected
- Analytics / AI for Business Use Cases

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# THE UNBOXING...!

# TATA COMMUNICATIONS DIGO AND INSTACC ENHANCES CUSTOMER EXPERIENCE FOR INDIA'S LARGEST ONLINE QUICK COMMERCE AGGREGATOR



A pan - Indian company with over \$2 Bn in GMV and 0.3 Mn delivery partners

## Challenges



## Solution





# TATA COMMUNICATIONS DIGO AND INSTACC ENHANCES CUSTOMER EXPERIENCE FOR INDIA'S LARGEST ONLINE QUICK COMMERCE AGGREGATOR



A pan - Indian company with over \$2 Bn in GMV and 0.3 Mn delivery partners

## Benefits Achieved



**10%** Reduction in Login Hour Discrepancy



**8** min reduced time to call back



**15%** Agent Optimization



**0.7%** First Time No Resolution reduction & **30s** AHT Reduction



Reduced applications & Unified Platform - Improved Operational Efficiency



**Significant** Improvement in Customer Satisfaction

# AUTOMOTIVE MANUFACTURER EMBARKS ON ITS CONNECTED CAR JOURNEY WITH TATA COMMUNICATIONS MOVE™



A global luxury auto company with over \$20 Bn in revenues and an emotionally rich brand equity

## Challenges

Unreliable Connectivity

High Connectivity Costs

Poor Customer Experience

High Touch Operations

## Solution

Tata Communications MOVE™ provided intelligent, context-aware connectivity everywhere and at scale to enable infotainment and telematics services.

The intelligent connectivity solution gathers network insights from multiple sources and delivers data insights on Quality of Service (QoS).

# AUTOMOTIVE MANUFACTURER EMBARKS ON ITS CONNECTED CAR JOURNEY WITH TATA COMMUNICATIONS MOVE™



A global luxury auto company with over \$20 Bn in revenues and an emotionally rich brand equity

## Benefits Achieved



KYC Compliance through Single Interface



Improved Over-the-Air (OTA) Updates



Secured Telemetry Data Delivery



**20%** Reduction in overall Connectivity Cost

# TATA COMMUNICATIONS IOT SOLUTIONS: INTELLIGENT LIGHTING TRANSFORMS SAUDI ARABIAN STREETS



One of the largest cities in Saudi Arabia with a population of over 1 Mn looking to improve citizen safety and energy efficient public infrastructure

## Challenges

High Energy Consumption

High costs of operations & maintenance

Citizen's Safety risks due to low lighting

Environmental impact due to improper energy planning

## Solution

End-to-End deployment of Smart Street Lighting solution enabling control over 80K+ lights through a suite of device, application and network

# TATA COMMUNICATIONS IOT SOLUTIONS: INTELLIGENT LIGHTING TRANSFORMS SAUDI ARABIAN STREETS



One of the largest cities in Saudi Arabia with a population of over 1 Mn looking to improve citizen safety and energy efficient public infrastructure

## Benefits Achieved



**~20%** Energy Savings



**~50%** Reduction in Cost of O&M



**94.5%** Lamp-Glow Rate, Improving Citizen Safety



**~10000 MTCO<sub>2</sub>e** Carbon Savings per year

**TATA** COMMUNICATIONS



**Thank you**