

Empowering
hyperconnected
ecosystems

through a digital fabric

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Empowering hyperconnected ecosystems

through a digital fabric

The world is gradually migrating from a connected to a hyperconnected sphere, where various devices, platforms, technologies belonging to different ecosystems can literally converse, share intelligence and insights with each other and provide very high levels of experience and value to consumers and enterprises. This transition is going to accelerate further.

At Tata Communications, our portfolio of products, services and solutions have been uniquely designed to empower these hyperconnected ecosystems.

Our global network and the entire suite of offerings, like a digital fabric, enable the digital transformation of enterprises globally. Our customers are increasingly making a shift to a hyperconnected ecosystem. Tata Communications plays an important role in enabling the digital transformation of our customers by unlocking opportunities for borderless growth, bolstering product innovation and customer experience, improving productivity and efficiency, embedding agility and managing risks, for today and in the future.

With a solutions-oriented approach, proven managed service capabilities and cutting-edge infrastructure, we drive the next level of intelligence powered by our connected and agile infrastructure.

Our investments in strengthening our Digital Portfolio over the last couple of years combined with our intrinsic strengths position us uniquely as a CommTech (Communications Technology) player. Our strengths positively impact both the cost and revenue side outcomes for our customers, which is getting increasingly noticed and recognised.

Our products to platforms shift, increased investments in front-end sales, particularly in the international markets, and building new capabilities across the portfolio is reflecting in our growth momentum.

As a digital ecosystem enabler, we remain committed to building innovative and scalable platforms to empower enterprises and amplifying value for all stakeholders.

The Future is Hyperconnected Ecosystems



Real Time



Always on -
Anywhere on



Seamlessly
Collaborative



Intelligent &
Always
Learning

About the report

OUR INTEGRATED APPROACH

The Report provides a succinct account of our performance from a broad perspective, and our value creation process in the short, medium and long term. It demonstrates how we create and retain stakeholder value through the intervention of various capitals that we deploy. The Report takes a forward-looking approach and also elaborates on the opportunities and challenges faced by us.

Forward looking statement

Certain statements in this Report regarding our business operations may constitute forward-looking statements. These include all statements other than statements of historical facts, including those regarding the financial position, business strategy, management plans and objectives for future operations. Forward-looking statements can be identified by words such as ‘believes’, ‘estimates’, ‘anticipates’, ‘expects’, ‘intends’, ‘may’, ‘will’, ‘plans’, ‘outlook’ and other words of similar meaning in connection with a discussion of future operating or financial performance. Forward-looking statements are necessarily dependent on assumptions, data or methods that may be incorrect or imprecise and that may be incapable of being realised and as such, are not intended to be a guarantee of future results, but constitute our current expectations based on reasonable assumptions. Actual results could differ materially from those projected in any forward-looking statements due to various events, risks, uncertainties and other factors. We neither assume any obligation nor intend to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise.

Our reporting framework

Our Integrated Annual Report is based on the framework and guiding principles established by the International Integrated Reporting Council (‘IIRC’) and reflects how we integrate sustainability into the management of our businesses, creating value for our customers and other stakeholders. Tata Communications also prepares a separate Sustainable Development Report as per GRI Standards - Core option.

In addition, the financial and statutory sections comply with the requirements of:

- The Companies Act, 2013
- Indian Accounting Standards
- The Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015.
- Secretarial Standards

Our approach

The Integrated Report follows an integrated thinking approach, aligning our strategies to our overarching vision, linking material information and providing an outlook on the future. The Report focuses on priority topics for telling the story of our transformation, and presenting the objectives we have pursued over the last few years and our recent key achievements.

Reporting period

This Report contains a full year’s data from April 1, 2022 to March 31, 2023. However, some sections represent facts and figures of previous years to provide a comprehensive view to the readers and especially any stakeholder who is impacted by Tata Communications’ operations, such as our customers, employees, investors and other stakeholders.

Reporting scope and boundary

The information given in this Integrated Annual Report covers Tata Communications’ global operations. Information on our subsidiaries and associates has been disclosed wherever relevant. This holistic report showcases Tata Communications’ shared value creation journey through the reporting year. Any applicable exclusions are provided in respective sections.

Assurance

The facts and figures mentioned in the report have been audited by an independent agency as well as reviewed by the Board of Directors and the Management. Key performance indicators (non-financial) in the Integrated Annual Report section have been independently assured by DNV Business Assurance India Private Limited and the Assurance certificate can be accessed at www.tatacommunications.com/investors/results/. Further, the statutory

auditors, S. R. Batliboi & Associates LLP have provided assurance on the financial statements and the ‘Independent Auditor’s Report’ has been duly incorporated as a part of this report.

Feedback

We encourage our stakeholders to communicate their feedback or concerns to our Corporate Secretarial team at

investor.relations@tatacommunications.com.

Queries related to ESG and Sustainability may be sent to EOHS@tatacommunications.com.

Our Stakeholders

Customers

Investors and Shareholders

Employees

Communities

Regulatory and Industry Bodies

Suppliers and Business Partners

Media and Analysts

Our six capitals

Integrated reporting recognises six capitals that businesses use and transform. The idea is that we need more than just the financial capital to create long-term value. Throughout this Report, capital icons are presented when we use them in our value creation process.

Financial Capital
Funds available to Tata Communications which are deployed to create stakeholder value

Manufactured and Intellectual Capital
Our digital infrastructure assets, systems and processes - a digital fabric capabilities

Human Capital
Our talent pool

Social and Relationship Capital
Our partnerships, networks and communities that we serve

Natural Capital
Earth’s resources

About Tata Communications

Driving the next level of intelligence powered by Cloud, Mobility, Internet of Things, Collaboration, Security, Media services and Network services, we at Tata Communications are envisaging a New World of Communications™.

For more than two decades, we have been leveraging our solutions orientated approach, proven managed service capabilities and cutting-edge infrastructure to power the digital transformation of enterprises globally. We have been empowering businesses to unlock opportunities by enabling borderless growth, stepping up product innovation and customer experience, improving productivity and efficiency, building agility, and managing evolving risks in our operating environment.

As a leading digital ecosystem enabler, our abiding commitment is to cater to the aspirations of our discerning customers, who are industry leaders in the New World of Communications™. We have already set into motion our strategic shifts from Products to Platforms, creating the right teams and culture, and embedding sustainability, innovation, and Artificial Intelligence ('AI') at the core of our business.



Vision

To deliver a New World of Communications™ to advance the reach and leadership of customers as a global digital ecosystem enabler.



Mission

To enable enterprises to succeed in the new world of digital (technologies and business models) by being borderless and always available (to our customers and partners).



Shared Ambitions

To achieve profitable growth and become a leading digital ecosystem enabler in the eyes of our customers, and the industry.



DRIVE Ahead Behaviour

- Ownership and accountability
- Collaboration
- Can-do attitude and growth mindset
- Being agile
- Innovation and problem solving
- Continuous learning and skill transformation

KPIs

Data Revenue

₹11,876 Cr

FY 2020

₹14,096 Cr

FY 2023

CAGR 5.9%



PAT

₹(86) Cr

FY 2020

₹1,796 Cr

FY 2023

EBITDA

₹3,289 Cr

FY 2020

₹4,318 Cr

FY 2023

CAGR 9.5%



ROCE (%)

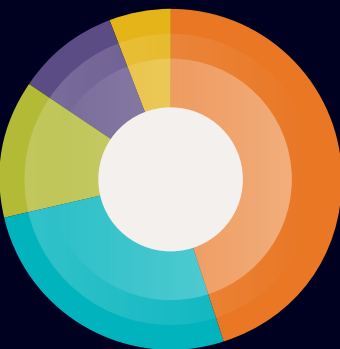
11.8%

FY 2020

28.3%

FY 2023

Gross revenue share by geography*



India	America	Europe
45.3%	26.2%	13.2%
APAC	MENA	
9.7%	5.7%	

*Data Revenue for all geographies excluding subsidiaries and rentals.

Message from the MD & CEO



Dear Shareholders,

Tata Communications Limited is committed to achieving double-digit revenue growth year after year. Towards this journey, our performance during the year reflects our commitment to delivering strong results. This accomplishment is a result of our product shift and superior customer focus. These strategic measures have allowed us to successfully shift towards digital platforms and solutions, bolstering our portfolio and enhancing our relevance within the evolving customer ecosystem, both in India and international markets.

Our solution portfolio, underpinned by our global network backbone, is a digital fabric which is becoming instrumental in enabling our customers transformation journeys and putting us on a firm path of establishing Tata Communications as a leading global CommTech player.

SCALING UP

Our revenues from the Core Connectivity business for FY 2022-23 grew by 5.7%. We continue to invest in the core capabilities, thus transforming our networks to be intelligent and are working on their programmability to cater to the new market needs particularly to that of on-demand needs.

Our Digital portfolio grew at 21.3% in FY 2022-23. Our multitude of offerings in the Digital portfolio are intended to consistently deliver more holistic solutions, stitching multiple products together for our customers' ecosystems. Our Digital portfolio possesses the strength to help the enterprises to power their hyperconnected ecosystem. We have a good pipeline in our sales funnel and pipeline of product feature releases and new products in coming months.

In FY 2022-23, our commitment to delivering growth has been at the forefront of our operations. As a result, we have not only solidified our market leadership position in India in data services but have also made remarkable strides towards becoming a more meaningful player in international markets. Our focus on bolstering our managed network services has been a key driver of this success, exemplified by the introduction of our new IZO™ Internet WAN variants designed specifically for global enterprises. These enhancements have allowed us to offer predictable and reliable network services, extending our reach to over 150 geographies worldwide.

During the year we expanded our customer base in the Media and Entertainment Services business through a multi-year collaboration to become the Official Broadcast Distribution Provider for the ABB FIA Formula E World Championship and supporting the sport's sustainability initiative by delivering a cloud-based remote broadcast production. Through enabling remote production, we helped Formula E reduce their costs by 40% to 50% and also reduce emissions. Additionally, we extended our strategic collaboration with MotoGP, securing exclusive multi-year collaboration to bring the thrilling race action to nearly half a billion households globally. We also acquired 100% stake in 'The Switch Enterprises,' a US-based company. The combined strength of Tata Communications and The Switch is set to usher in

a new world of end-to-end video production and transmission of high-quality, high-speed, and more immersive live video experiences for viewers and fans from event venues and racetracks to screens across devices.

STRENGTHENING OUR PORTFOLIO

SUPERIOR CUSTOMER INTERACTIONS

During the year we launched Tata Communications DIGO, our customer interaction platform. This platform provides enterprises with a unified view of all their customers' conversations and interactions across various channels. Additionally, we offer an extensive library of applications that serve as connectors, augmenting the capabilities of enterprises' existing applications.

SIMPLIFYING COLLABORATION FOR A CONNECTED WORKFORCE

Hybrid working has become the new norm, and it is evident that distributed workforces are here to stay. To facilitate exceptional employee experiences, efficiently transitioning to the cloud is crucial for enterprises. At Tata Communications, we understand this need and have taken steps to enhance our Unified Collaboration Platform, GlobalRapide, with the introduction of JAMVEE a voice calling application on the cloud, with calling, messaging and PBX functionality, which can run on browser, mobile and desktop.

This recent addition aims to simplify collaboration for enterprises, ensuring seamless and efficient communication. JAMVEE offers quick and seamless integration with an enterprise's communication applications, enabling faster onboarding and smoother user experiences. JAMVEE is designed to be regulatory compliant, incorporating fraud prevention APIs, detection mechanisms, and alerting features. This ensures that sensitive

information remains protected and confidential throughout all interactions.

CONNECTED SOLUTIONS FOR A HYPERCONNECTED FUTURE

We are dedicated to assisting our customers in implementing connected solutions for their businesses, providing them with the necessary platform, connectivity, and expertise to unite people, machines, and materials. As part of our commitment to meeting their evolving needs, we have expanded our Tata Communications MOVE™ platform by introducing CloudSIM™. This innovative cloud-based embedded subscriber identity module (eSIM) enhances security, simplicity, and scalability for our customers in the manufacturing, supply chain, and automotive sectors. The lack of adequate end-point security is a key challenge for the wider proliferation of IoT enabled solutions. Our recently launched solution - Ijura, a network edge-based solution to identify vulnerabilities through deep packet inspection, integrated with our zero-trust networking solution NetFoundry™, delivers an advanced and comprehensive threat protection for connected and distributed IoT assets and ecosystems.

Recognising the immense potential of 5G, we have made strategic investments in this area and recently launched our Private 5G Global Centre of Excellence in Pune, India. This centre serves as a hub for developing and testing various use cases to accelerate the digital transformation of enterprises.

CONNECTED SECURITY

A robust cybersecurity strategy is essential in establishing cyber resiliency and fostering digital trust. We are focused on assisting enterprises in monitoring their entire digital estate by enhancing the agility of our already successful Cloud Cyber Security Operations Centre ('Cloud SOC'). We are proud to deliver these services in an

accelerated timeframe, often within a matter of weeks. This has been well received by our customers and we are seeing increase in the market engagement. Furthermore, we have extended this capability to the Middle East region with the establishment of a dedicated Cloud SOC in the UAE. Our managed security services, combined with comprehensive cyber-threat intelligence, provide enterprises with the assurance that their mission-critical information is secure.

Tata Communications IZO™ SD-WAN is a managed service that helps enterprises transform their network and security architecture to make it more agile, secure and optimised. This is an end-to-end solution that includes comprehensive network and application assessment, migration and management. Our assessment approach helps us build the right solution, our automation driven migration approach reduces risk during migration and our AI assisted assurance approach helps ensure better uptime. Our customers have seen upto 25% reduction in Total Cost of Ownership ('TCO') and upto 60% improvement in application performance.

We also introduced SD-WAN as a service ('SD-WANaaS') which offers a cloud-like consumption model (pay as you go) with flexible contract periods. It enables a simple buying experience and faster migration to SD-WAN for customers who need more agility and scalability.

Another product we launched this year is SPAED which is a simple plug-n-play, as-a-service solution, which enables enterprises to securely connect smaller branches or WFH users. SPAED provides features such as intelligent routing, security, zero trust connectivity to multiple clouds, network failover, etc. We have seen good traction in use cases such as small retail stores, temporary sites and WFH power users.

Tata Communications advanced network security solutions protect from web-based and denial-of-services attacks. Our security service edge ('SSE') offering protects critical SaaS, web and private applications and remote workers while simplifying security architecture and its management. Tata Communications DDoS prevention services are built to prevent onslaught of DDOS attacks from various APT (Advanced Persistent Threat). Apart from this, we also provide on-premises firewall services that guard corporate networks round the clock. The award-winning network security services are powered by cyber threat intelligence ('CTI') that is augmented with NetFlow data from our global networks.

SUSTAINING LEADERSHIP

Through the course of the year, we received several technology analyst recognitions and awards across our portfolio. Among these, I would like to share with you some I believe highlight our strengths and the tremendous work that Team Tata Communications has done.

- 'Leader' for the tenth consecutive year in the 2023 Gartner® Magic Quadrant™ for Network Services, Global for 'Completeness of Vision' and 'Ability to Execute'. The recognition signifies our good performance and stability with a clear vision of market direction in addition to delivering comprehensive portfolios of quality network services across the broadest geographies.
- 'Leader' by Juniper Research in both IoT and retail roaming wherein our Tata Communications MOVE™ platform provides roaming access across 200 international destinations enabling enterprises to extend their worldwide mobile communications services at a much lower cost than conventional roaming across borders seamlessly, and helping the operator maintain visibility over traffic.

- Avasant's RadarView™ Report 2022-23 accorded us the 'Leader' position in SD-WAN Managed Services for end-to-end SD-WAN & SASE services. This firm highlights our capabilities, expertise, partner ecosystem, the various innovations and investments made during FY 2022-23.
- 'Leader' in Cyber Resiliency Services by leading analyst firm, NelsonHall for our end-to-end cyber capabilities, supported by an extensive network services portfolio; plus, our investments in the open extended detection and response ('XDR') and in security orchestration automation and response ('SOAR') platform for faster threat detection and automated threat response.
- Forbes India Leadership Award 2023 for 'Turnaround Star' for becoming financially stronger and profitable CommTech, selling holistic digital solutions globally in three years.

SUSTAINABILITY

We have embraced the concept of 'Purpose' as a central focus of our company's outlook. We have recognised the significance of aligning our actions with the greater goal of sustainability. This Earth Day in April 2023, we made a resolute commitment to 'Invest in our Planet' and pledged to accelerate our efforts to create a more sustainable future with the following goals for the company:

- Carbon Neutral by FY 2030 and Net Zero by FY 2035
- GHG reduction potential of 20x by FY 2027 at Customer end;
- 20% water reduction by FY 2030 compared to FY 2020; and
- Zero Waste to landfill by FY 2027

We are honoured to receive multiple accolades and recognition for our sustainability efforts throughout the

year. One particularly noteworthy achievement was the Excellence in CSR award we received at the CII-ITC Sustainability Awards. In addition, we are immensely proud to be listed among the 40 Best Workplaces in Health and Wellness 2022 in India.

SHARED SUCCESS

It is with immense pride and gratitude that we attribute the growth of 21.2% in our profit after tax to the unwavering dedication and hard work of Team Tata Communications. Our Digital portfolio has proven to be increasingly meaningful to our customers, making a significant difference to their ecosystems and contributing to a remarkable growth rate of 21.3%.

We are grateful for the confidence and trust you have placed in Tata Communications. The Board of Directors are pleased to recommend a dividend of ₹21 per share. Your unwavering support has been invaluable to our success, and we deeply appreciate it.

Our focus remains steadfast on delivering on strategic initiatives, scaling up business and simplification to bring in higher agility into our systems to help accelerate our customers' digital future. We are committed to continuous innovation as we pave the way for the future of hyperconnected ecosystems through a digital fabric. Our unwavering dedication to pushing boundaries and driving transformative solutions will remain at the forefront of our endeavours.

A. S. Lakshminarayanan
Managing Director & CEO

Analyst Recognitions and Awards



Leader in ISG 2022 Managed (SD)WAN Services | 2nd time
Leader in Secure Access Service Edge | 1st time
Leader in SDN Transformation Services Provider Lens study- UK | 2nd time

Leader in ISG Managed (SD) WAN Services | 2nd time, **Leader** in Secure Access Service Edge Provider Lens study- Australia | 1st time

Leader in NelsonHall Cyber Resiliency Services NEAT

Leader in GlobalData Wholesale Antifraud: Competitive Landscape Assessment

Leader in Retail Roaming: Competitor Leaderboard 2023-2027

Leader in eSIM: Kaleido Intelligence Connectivity Vendor Hub report | 1st time

Very Strong in GlobalData Global IP Exchange Services: Competitive Landscape Assessment

Leading Challenger in Juniper Research Competitor Leaderboard: eSIM Management Platform Providers

Product Challenger in ISG Provider Lens™ study on Contact Center as a Service - CX 2022, Global & Europe

Product Challenger in ISG Provider Lens™ Network: Software Defined Solutions and Services and Edge Technologies and Services, France 2022

Strong in GlobalData Global Industrial IoT Services: Competitive Landscape Assessment

Aspirant in Everest Managed Detection and Response (MDR) Services PEAK Matrix® Assessment 2022

Leader in Magic Quadrant for Network Services, Global | 10th time

Leader in Everest Network Transformation Services PEAK Matrix® Communication Service Providers ('CSP') 2022

Leader in Avasant's SD-WAN Managed Services 2022-2023 RadarView | 2nd time

Leader in ISG Managed (SD) WAN Services Provider Lens study- Singapore / Malaysia | 1st time

Leader in GlobalData Wholesale IoT: Competitive Landscape Assessment

Leader in Juniper Research Competitor Leaderboard: IoT Roaming Strategies 2022

Major Player in IDC 2022 APAC Managed Security & Professional Services MarketScape

Everest group IT Security Services PEAK Matrix® Assessment 2022 | 2nd time

Leading Challenger in Juniper Research Competitor Leaderboard: OTT Messaging

Major Contender in Everest Workplace Communication and Collaboration (WCC) Services PEAK Matrix® Assessment 2022

Product Challenger in ISG Provider Lens for Managed (SD) WAN Services, Secure Access Service Edge (SASE) in Nordics, Germany & US, SDN Transformation Services (Consulting and Implementation) Nordics

Leading Challenger in Juniper Research Competitor Leaderboard: Conversational Commerce

Contender in ISG Provider Lens study "Cybersecurity - Solutions and Services 2022

Major Contender in Vertical System Global Carrier Ethernet Leaderboard

Business model

Inputs	Business Activities and Processes	Outputs	Outcomes	Stakeholders
<div><div>Financial Capital</div><div><div>₹285 crores</div><div>Equity Share Capital</div><div>₹2,539 crores</div><div>Free Cash flow</div><div>₹5,711 crores</div><div>Net Debt</div></div></div> <div><div>Manufactured and Intellectual Capital</div><div><div>2,40,000+ km</div><div>Of round-the-globe fiber optic ring</div><div>50+</div><div>Entities across the globe</div><div>₹1,493 crores</div><div>Cash CAPEX</div></div></div> <div><div>Human Capital</div><div><div>8,746</div><div>Training certifications</div><div>13,426</div><div>Total employees</div><div>1,000+</div><div>Net headcount additions</div></div></div> <div><div>Social and Relationship Capital</div><div><div>₹18.73 crores</div><div>CSR spend</div><div>Meaningful engagements with 5,000+ customers through Customer Experience Centres, NOC and SOC</div><div>71,757</div><div>Volunteering hours</div></div></div> <div><div>Natural Capital</div><div><div>108</div><div>Energy saving projects implemented</div><div>11%</div><div>Reduction in water consumption</div><div>10</div><div>ISO 14001:2015 certified facilities in India</div></div></div>	<div><div>Financial Fitness</div><div>Growth Plan</div><div>Culture</div></div> <div>Strategy drivers</div> <div><div>OUR OFFERINGS</div><div><div>Media</div><div>Cloud, Security</div><div>Connected solutions</div><div>Core connectivity</div><div>Next-Gen connectivity</div><div>Collaboration</div><div>Manage risks</div><div>Borderless growth</div><div>Deliver customer experience and product innovation</div><div>Enhanced productivity and efficiency</div></div><div>CUSTOMER DRIVERS</div></div> <div><div>Sustainability</div><div>Innovation</div><div>Artificial Intelligence</div></div> <div>Our Commitments</div>	<div><div>₹17,838 crores</div><div>Revenue from operations</div><div>1.3</div><div>Net Debt / EBITDA ratio</div><div>₹21</div><div>Dividend per share</div><div>3,700+ TB (terabyte)</div><div>Of content transferred</div><div>10.3%</div><div>Growth in revenue from Data Services</div><div>9.9</div><div>Learning Person Days / Employee</div><div>7,526</div><div>Total repeat learners on TCLA</div><div>30,27,383</div><div>People impacted worldwide</div><div>70%</div><div>Increase in media coverage over previous year</div><div>35,841 KL</div><div>water recycled</div><div>67%</div><div>Non-hazardous waste recycled</div><div>Reduced our energy intensity to 84.64 (MWh per million-unit revenue in US\$),</div></div> <div><div>10.1%</div><div>Net profit margin</div><div>0.67</div><div>Current ratio (standalone)</div><div>28.3%</div><div>Return on Capital Employed</div><div>100+</div><div>Strategic partnerships generated through Shape The Future programme</div><div>Saved over 50,000 MtCO₂</div><div>Annual GHG emission reduction</div><div>87%</div><div>Employee engagement score</div><div>-10%</div><div>Drop in women attrition in FY 2022-23</div><div>33</div><div>New customers added in million dollar club between FY20-FY23</div><div>Collaborated with 15 NGO partners</div><div>18%</div><div>Renewable energy contribution</div><div>Our low-carbon solutions have the potential to reduce GHG emissions by 6,61,543 metric tonnes of CO₂ equivalent</div></div>	<div><div>Improving financial health through efficiencies</div><div>Reducing Days Sales Outstanding</div><div>Lowering net debt, enhancing stability</div><div>Optimising effective tax rate</div><div>Double-Digit Revenue Growth</div><div>Tailored solutions for connectivity, collaboration, and growth</div><div>At the forefront of driving the progression of the digital economy</div><div>Enabling seamless collaboration and borderless growth</div><div>Leveraging platforms to deliver enhanced scalability and differentiation</div><div>Delivering superior experiences and innovation to our customers</div><div>Prioritising engagement, retention, and effective talent management</div><div>Promoting work-life balance and well-being</div><div>Implementing gender-agnostic policies for equal opportunity</div><div>Bridging skillset gaps through targeted learning and development programmes</div><div>Leveraging innovative technologies to strengthen safety culture</div><div>Making a positive difference in the lives of millions</div><div>Ensuring seamless and interactive customer experiences</div><div>Fostering harmonious relationships with regulatory and industry bodies</div><div>Offering vocational, entrepreneurship, and life skills training</div><div>Developing low-carbon products and solutions for our customers</div><div>Reducing water footprint through our 3R strategy</div><div>Minimising upstream, downstream and supply chain based emissions</div><div>Adhering to eco-friendly practices for end-of-life waste disposal or recycling</div></div>	<div><div>Employees</div><div>Customers</div><div>Regulatory and Industry Bodies</div><div>Investors and Shareholders</div><div>Suppliers and Business Partners</div><div>Communities</div><div>Media and Analysts</div></div>

Stakeholder engagement



Employees



Their expectations

- Training and development programmes for career progression
- Growth opportunities
- Open and diverse workplace
- Non-discrimination and equal employment opportunities
- Mental and physical well-being
- Work-life balance
- Employee friendly practices

Their importance to us

Essential in driving innovation, productivity, and service quality, which underpins our growth and success.

Mode of engagement

- Regular team meetings
- Training, webinars and workshops
- Town halls and engagement activities
- Internal discussions and meets
- Employee Engagement Survey
- Awards and recognition programmes
- Quarterly coaching reviews
- Safety trainings

Value created

- Skill development and enhancement in line with changing market context
- Designing and conducting unique employee engagement programme on need basis
- Ensuring competitive remuneration and equal employment opportunities

Material issues addressed

- Health, safety and well-being
- Human capital development
- Diversity and inclusion
- Human rights and labour compliances

Capital Linkage



SDG Linkage



Customers



Their expectations

- Differentiated platform, services and solutions
- Superior customer experience
- Data privacy and security
- Customer's digital growth and transformation opportunities
- Strong after sales support and services

Their importance to us

Central to business sustainability as their satisfaction and loyalty generate revenue and foster company reputation.

Mode of engagement

- Customer Experience Centre
- Mass media, website, social media
- Net Promoter Score survey
- Trade fairs and seminars
- Customer connect
- Targeted customer interaction
- CXO connect
- Bid review process
- Listening through customer aching teams
- Gartner peer insights
- Executive Connect

Value created

- Providing unique and value added solutions and platforms
- Being at par with changing market dynamics and customer requirements
- Providing solutions that meet the expectations of end-users
- Providing customer support throughout their digital transformation journey

Material issues addressed

- Customer experience, loyalty and privacy
- Economic performance
- Digital inclusion
- Data privacy and IP infringement
- R&D and innovation

Capital Linkage



SDG Linkage



Regulatory and Industry bodies



Their expectations

- Compliance with applicable rules and regulations
- Ethical and transparent policies & code of conduct
- Good governance

Their importance to us

Crucial for setting industry standards and influencing the legal and market conditions in which Tata Communications operates.

Mode of engagement

- Participation in seminars organised by regulatory authorities on different forums
- Open house discussions
- Statutory compliances, filings and meetings
- Compliance automation tool and monitoring

Value created

- Contributing to overall industry growth
- Ensuring timely and transparent adherence to applicable laws and regulations

Material issues addressed

- Corporate governance, ethics and transparency
- Compliances

Capital Linkage



SDG Linkage



Investors and Shareholders



Their expectations

- Continued operational growth and financial sustainability
- Transparent and ethical code of conduct
- Return on investments
- Deepening existing presence
- ESG performance
- Returns to shareholders

Their importance to us

Provide necessary capital for business expansion, innovation, and operations, while their confidence and satisfaction reflect our financial health.

Mode of engagement

- Investor presentations and quarterly earnings calls
- Corporate website
- Investor meets
- Management conference calls
- Media, Press release and Stock Exchange intimations
- Annual General Meeting and Integrated Report
- Shareholder grievance redressal mechanism

Value created

- Optimum utilisation of funds for growth and expansion plans
- Maintaining profitability level
- Cost management and efficiency
- Higher dividend

Material issues addressed

- Corporate governance, ethics and transparency
- Economic performance
- Regulatory compliance

Capital Linkage



SDG Linkage



Suppliers and Business Partners



Their expectations

- Responsible procurement practices
- Supporting and promoting long-term relationship
- Timely payment of dues
- Fair revenue distribution

Their importance to us

Integral to the value chain, enabling us to deliver high-quality products and services while ensuring efficiency and sustainability.

Mode of engagement

- Operational review meets
- Workshops / events
- Periodic reviews
- Survey

Value created

- Build and maintain long-term mutually beneficial relationships
- Ensure compliance to ESG standards through audits and training sessions

Material issues addressed

- Supply chain management
- Resource management and environmental conservation
- Regulatory compliance

Capital Linkage



SDG Linkage



Communities



Their expectations

- Social and economic development
- Promotion of sustainable livelihoods
- Driving various initiatives related to health care, sanitation and quality education
- Job creation and income generation

Their importance to us

Vital for maintaining social license to operate, fostering goodwill, promoting corporate social responsibility, and contributing to economic development.

Mode of engagement

- Societal upliftment programmes
- Global Employee Volunteering Programme
- Healthcare and disaster relief work

Value created

- Creating positive impact on communities proximate to our operations
- Employment generation
- Developing and steering long-term relationships with our local stakeholders worldwide

Material issues addressed

- Community development
- Digital inclusion
- Climate change
- Human rights and labour compliances
- Diversity and inclusion

Capital Linkage



SDG Linkage



Media and Analysts



Their expectations

- Corporate news and update
- Information regarding business strategies, milestones and awards and recognition
- Public disclosure and transparent reporting
- Information pertaining to launch of new products / services

Their importance to us

Key in shaping public perception, promoting transparency, and providing a platform for us to engage with stakeholders and the broader public.

Mode of engagement

- Press releases and press conferences
- Media interviews
- Stock Exchange intimations
- Website and social media posts
- Investor & Analyst Meetings and Earnings Calls
- Annual Investor and Analyst Day

Value created

- Transparent and timely communication
- Building mutually beneficial relationship with external media

Material issues addressed

- Corporate governance, ethics and transparency
- Economic performance

Capital Linkage



SDG Linkage



Note: For details on Environment, please refer to the 'Natural Capital' section

Materiality assessment

The importance of materiality assessments in the context of our value generation process cannot be understated. These comprehensive evaluations help identify key factors with the potential to significantly affect long-term value. Material issues, which can positively or negatively impact our operations, play a crucial role in our ability to create and maintain value for our stakeholders in the short, medium, and long term.

To identify the elements that hold material significance to our organisation, we undertake a rigorous examination of the external business environment, consider the interests and concerns of our stakeholders, and assess the main corporate risks and opportunities. This helps us determine how these factors might influence our strategic and operational plans. Our strategy has evolved over time, in response to the material matters identified. This evolution takes into consideration stakeholder concerns, company-specific risks, and the external operational environment across our markets.

Our approach

Our approach to addressing material aspects critical to our business follows a well-established, four-step process that ranges from identification to disclosure.

- 1

Identify

We use regulatory reviews, peer benchmarking and consultation to identify material issues.
- 2

Prioritise

Once identified, issues are prioritised based on their impact on business, environment and stakeholders.
- 3

Validate

Our top management validates identified issues to ensure all material aspects have been identified and appropriately prioritised based on their level of impact.
- 4

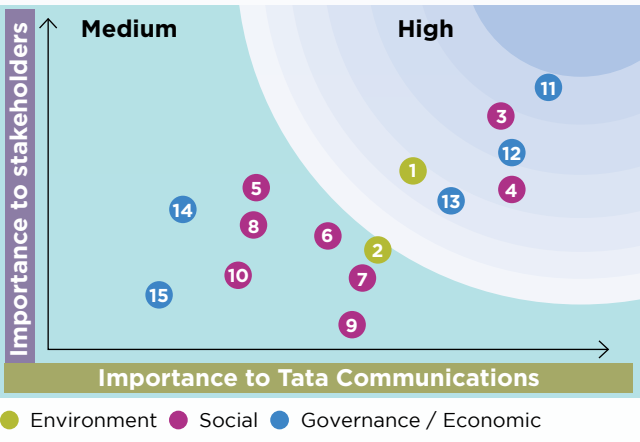
Disclose

We ensure transparency by mapping matters of highest impact, monitoring them and disclosing them through our Integrated Annual Report and Sustainable Development Report.

Material topics identified

Environment	
1	Climate change
2	Resource management and environmental conservation
Social	
3	Customer experience, loyalty and privacy
4	Human capital development
5	Health, safety, and well-being
6	Community development
7	Supply chain management
8	Human rights and labour compliances
9	Digital inclusion
10	Diversity and inclusion
Governance / Economic	
11	Data privacy and IP infringement
12	Corporate governance, ethics and transparency
13	Economic performance
14	Regulatory compliance
15	R&D and innovation

Materiality Matrix



Capitalising on the trends

Macroeconomic trends

IT Spending and Trends

Despite challenges like inflation, talent scarcity, and supply chain issues, the ICT sector is expected to witness continued growth in IT spending throughout 2023. Enterprises worldwide are prioritising digital transformation initiatives, contributing to the sector's resilience. Notably, regions like India and North America are projected to maintain or surpass the global average growth, reflecting a strong commitment to technological advancements and innovation.

How we capitalise on these trends?

We drive capital efficiency through strategic investments in high-growth sectors and co-creation with partners, leveraging shared resources and expertise. This positions us to benefit from increased IT spending and improve our margin profile through operational efficiencies and high-margin services.

Segments and Verticals

Public cloud services are growing in popularity, with a surge in end-user spending expected in 2023. The demand for cloud security is also rising due to the adoption of hybrid work models and Zero Trust Network Access ('ZTNA') architectures. In terms of industry verticals, healthcare and life sciences lead IT spending growth, driven by cloud adoption and investments in data and analytics. Education and insurance sectors also show a significant increase in IT spending.

Our strategy of 'Investing for Long-Term Growth' in the IT and Telecommunications industry enables us to stay ahead by reshaping our portfolio and investing in innovative services. Additionally, our strategy of 'Creating Strategic Flexibility' allows us to adapt rapidly, improve cash flow, reduce debt, and unlock value, ensuring financial stability and agility.

Digital Investment Objectives

Business leaders are investing in digital technologies to enhance organisational performance, with a focus on digitalisation to improve both top and bottom-line results. CIOs are prioritising investments in cybersecurity, analytics, and cloud platforms to align their strategies with industry trends.

As a leading provider of digital infrastructure and services, we specialise in key domains such as cloud computing, cybersecurity, IoT, and software-defined networking. Our comprehensive portfolio of offerings enables us to meet the evolving needs of customers in the digital era, spanning connectivity, collaboration, IoT, mobility, and cloud and security solutions.

Talent Scarcity and Cost

Amid a slowing economy and intense competition for skilled digital talent, CIOs are turning to alternative talent sources, such as shared industry resources and interns, to strengthen their technological capabilities.

We prioritise skill development programmes to empower our customers with knowledgeable resources for making informed technology decisions aligned with their business needs.

Macroeconomic and Regulatory Factors

The global economy faces a slowdown with anticipated trade growth decline. Inflation rates persist above target levels, and geopolitical factors, like the Russia-Ukraine conflict, impact essential prices and create uncertainties in the ICT market. New regulatory challenges in cybersecurity and telecommunications require industry adaptation and evolution.

We prioritise data protection, privacy, regulatory compliance, and cybersecurity in the IT and Telecommunications industry. Our focus on automation, digitisation, and AI / ML enhances customer experience while addressing cybersecurity challenges. By incorporating AI / ML into operations, we quickly identify and mitigate threats, improving operational efficiency and navigating regulatory complexities for data protection and privacy compliance.