

TATA COMM

COMPANY UPDATE

KEY DATA

Rating	BUY
Sector relative	Outperformer
Price (INR)	1,735
12 month price target (INR)	2,000
52 Week High/Low	2,175/1,291
Market cap (INR bn/USD bn)	494/5.8
Free float (%)	39.6
Avg. daily value traded (INR mn)	834.7

SHAREHOLDING PATTERN

	Jan-00	Jan-00	Jan-00
Promoter	58.86%	58.86%	58.86%
FII	18.06%	18.09%	18.24%
DII	13.46%	13.14%	13.13%
Pledge	0%	0.00%	0.00%

FINANCIALS

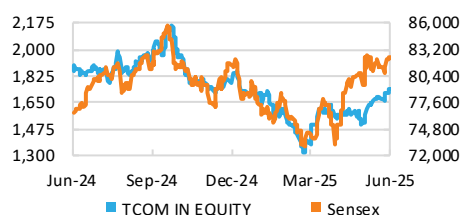
(INR mn)

Year to March	FY24A	FY25E	FY26E	FY27E
Revenue	2,09,688	2,31,891	2,54,291	2,81,947
EBITDA	42,301	45,443	57,761	66,980
Adjusted profit	12,040	11,449	19,479	27,203
Diluted EPS (INR)	42.2	40.2	68.3	95.4
EPS growth (%)	(30.0)	(4.9)	70.1	39.6
RoAE (%)	58.0	76.3	52.5	49.7
P/E (x)	41.1	43.2	25.4	18.2
EV/EBITDA (x)	14.6	13.7	10.5	8.6
Dividend yield (%)	1.0	1.4	1.2	1.2

CHANGE IN ESTIMATES

	Revised estimates		% Revision	
Year to March	FY26E	FY27E	FY26E	FY27E
Revenue	2,54,291	2,81,947	-	-
EBITDA	57,761	66,980	-	-
Adjusted profit	19,479	27,203	-	-
Diluted EPS (INR)	68.3	95.4	-	-

PRICE PERFORMANCE



Investor day: Monetising digital fabric

TCOM hosted its annual investor day. Management highlighted various initiatives and opportunities they see in monetising TCOM's digital fabric. It now aspires to realise its earlier ambition of revenue growth, margin leverage and RoCE by FY28 instead of FY27. TCOM also expects the focus on M&A and non-core asset divestment to continue.

TCOM's guidance deferral was largely along expected lines, as the ask rate for achieving it by FY27 was becoming quite steep. We view it as a non-event and maintain estimates. We continue to see TCOM as an exciting play, offering the best of both the worlds—stability of telecom and growth potential of the IT Services sector. Maintain 'BUY' with a target price of INR2,000 (earlier INR1,900).

Key takeaways from analyst meet 2025

- TCOM is undergoing a strategic transformation to a digital fabric provider, thereby building capabilities around infrastructure, software and services, where most of the current investment is being deployed.
- TCOM's ambition to achieve INR280bn data revenue is now likely to be delayed by a few quarters (earlier FY27). The EBITDA margin (23–25%) and RoCE (25%) guidance was also pushed out to FY28. While being made official for the first time, we believe this deferral was largely anticipated and already priced in.
- Management stays keen on inorganic opportunities, but this is NOT factored into FY28 data revenue guidance. On margins front, management remains optimistic and would refrain from acquisitions that would dilute its overall margin profile.
- Margin expansions would be key priority for FY26E with Q4FY25 margins having bottomed out. A pickup in margins is likely to be led by cost optimisation measures and operating leverage.
- In FY25, core connectivity reported strong 43.6% EBITDA margins despite higher maintenance cost. Digital margins were -9.7% and are likely to expand sharply from here to double-digits by FY28.
- Management highlighted that monetisation of non-core businesses shall remain an ongoing exercise. The company has also established new acquisition vehicles (TC UK and TC NL) to pursue any inorganic opportunities. It remains confident on its non-core assets (real estate and data centre) outweighing contingent liabilities (AGR). TCOM continues to envisage great embedded value in the data centre business (26% stake) and remains committed to it.

We remain positive on unique tech-telecom story

We continue to be positive on the unique technology and telecom play, expecting digital growth and consolidated margins to pick up sharply in FY26, leading to strong growth over FY26E/27E. We are valuing the Digital/Core/Others businesses at 12.0x/9.5x/4.0x based on FY27E EV/EBITDA; maintain 'BUY'.

Financial Statements

Income Statement (INR mn)

Year to March	FY24A	FY25E	FY26E	FY27E
Total operating income	2,09,688	2,31,891	2,54,291	2,81,947
COGS	80,864	1,00,519	89,866	99,637
Employee costs	44,530	46,032	52,130	57,799
Other expenses	41,993	39,898	54,534	57,531
EBITDA	42,301	45,443	57,761	66,980
Depreciation	24,697	26,176	27,465	27,995
Less: Interest expense	6,442	7,341	7,091	6,000
Add: Other income	2,825	1,380	2,576	2,995
Profit before tax	14,187	16,318	25,982	36,280
Prov for tax	2,135	4,865	6,495	9,070
Less: Other adj	(2,357)	6,915	0	0
Reported profit	9,683	18,364	19,479	27,203
Less: Excp.item (net)	(2,357)	6,915	0	0
Adjusted profit	12,040	11,449	19,479	27,203
Diluted shares o/s	285	285	285	285
Adjusted diluted EPS	42.2	40.2	68.3	95.4
DPS (INR)	16.7	25.0	20.0	20.0
Tax rate (%)	15.0	29.8	25.0	25.0

Important Ratios (%)

Year to March	FY24A	FY25E	FY26E	FY27E
Material cost as % of rev	38.6	43.3	35.3	35.3
Staff cost as % of rev	21.2	19.9	20.5	20.5
Other exp. as % of rev	20.0	17.2	21.4	20.4
EBITDA margin (%)	20.2	19.6	22.7	23.8
Net profit margin (%)	5.7	4.9	7.7	9.6
Revenue growth (% YoY)	17.5	10.6	9.7	10.9
EBITDA growth (% YoY)	(2.0)	7.4	27.1	16.0
Adj. profit growth (%)	(30.0)	(4.9)	70.1	39.6

Assumptions (%)

Year to March	FY24A	FY25E	FY26E	FY27E
GDP (YoY %)	6.5	6.3	6.5	6.5
Repo rate (%)	6.5	5.3	5.3	5.3
USD/INR (average)	84.0	84.6	86.5	86.5
Total Revenue growth	17.5	10.6	9.7	10.9
Total organic growth	7.4	4.5	9.7	10.9
Data business growth	21.9	13.7	11.7	12.4
Core connectivty growth	6.0	2.8	4.6	4.6
Digital business growth	55.4	29.3	19.8	20.2

Valuation Metrics

Year to March	FY24A	FY25E	FY26E	FY27E
Diluted P/E (x)	41.1	43.2	25.4	18.2
Price/BV (x)	27.7	16.4	11.2	7.6
EV/EBITDA (x)	14.6	13.7	10.5	8.6
Dividend yield (%)	1.0	1.4	1.2	1.2

Source: Company and Nuvama estimates

Note: Financials not restated for retrospective period

Balance Sheet (INR mn)

Year to March	FY24A	FY25E	FY26E	FY27E
Share capital	2,850	2,850	2,850	2,850
Reserves	15,014	27,362	41,141	62,643
Shareholders funds	17,864	30,212	43,991	65,493
Minority interest	39	31	38	45
Borrowings	1,01,178	1,08,801	88,801	68,801
Trade payables	36,562	35,692	40,408	46,347
Other liabs & prov	48,383	51,921	51,921	51,921
Total liabilities	2,45,613	2,65,846	2,65,248	2,73,597
Net block	85,332	90,684	88,049	85,169
Intangible assets	5,362	2,898	2,798	2,698
Capital WIP	0	0	0	0
Total fixed assets	90,694	93,581	90,847	87,867
Non current inv	13,068	16,308	16,308	16,308
Cash/cash equivalent	9,917	15,031	12,089	19,438
Sundry debtors	37,584	40,061	43,891	46,347
Loans & advances	0	0	0	0
Other assets	14,799	21,102	21,265	21,454
Total assets	2,45,613	2,65,846	2,65,248	2,73,597

Free Cash Flow (INR mn)

Year to March	FY24A	FY25E	FY26E	FY27E
Reported profit	9,683	18,364	19,479	27,203
Add: Depreciation	24,697	26,176	27,465	27,995
Interest (net of tax)	6,442	7,341	7,091	6,000
Others	(6,612)	(18,456)	5,371	12,670
Less: Changes in WC	(192)	4,064	(723)	(3,294)
Operating cash flow	31,820	29,108	52,189	61,504
Less: Capex	(20,718)	(21,994)	(24,915)	(25,449)
Free cash flow	11,102	7,114	27,274	36,054

Key Ratios

Year to March	FY24A	FY25E	FY26E	FY27E
RoE (%)	58.0	76.3	52.5	49.7
RoCE (%)	14.6	12.0	18.1	23.6
Inventory days	5	4	7	7
Receivable days	57	61	60	58
Payable days	156	131	155	159
Working cap (% sales)	(15.7)	(12.4)	(11.6)	(11.7)
Gross debt/equity (x)	5.7	3.6	2.0	1.0
Net debt/equity (x)	5.1	3.1	1.7	0.8
Interest coverage (x)	2.7	2.6	4.3	6.5

Valuation Drivers

Year to March	FY24A	FY25E	FY26E	FY27E
EPS growth (%)	(30.0)	(4.9)	70.1	39.6
RoE (%)	58.0	76.3	52.5	49.7
EBITDA growth (%)	(2.0)	7.4	27.1	16.0
Payout ratio (%)	49.2	38.8	29.3	21.0

Analyst day highlights

- Global B2B players' revenue remained stagnant or posted a decrease while TCOM managed to report double-digit growth.
- DPS revenue grew at a 25% CAGR over the last four years and if normalised for G-SIP headwinds growth was in the range of 33–35%.
- Core connectivity EBITDA margins were 43.6% while digital platform EBITDA margins came in at -9.7% in FY25.
- Data revenue guidance to achieve INR280bn is likely to be delayed by a few quarters (earlier FY27). EBITDA margin guidance of 23–25% and RoCE guidance of 25% by FY27 have also been pushed back to FY28.
- In the media segment, a major chunk of revenue still comes from events such as F1 race and other sports clients. The company is trying to move to more production and studio-related projects.
- Revenue in the BFSI segment grew 1.9x in the last four years. Total 25% of million-dollar club customers accounted for BFSI. More than eight customers were added in the USD10mn club over FY21–25.
- Headwinds faced by TCOM on the connectivity side are price erosion and churn to the extent of ~10–15%. Global SIP revenue contribution—~30% of overall digital revenue in FY21—has decreased to 7% in FY25.
- Tailwinds enjoyed by TCOM: AI, machine learning and data analytics, surge in data centres, data localisation via private cloud, cybersecurity and data privacy.
- Total 16-plus customers added to the million-dollar customer bucket in FY25 taking the total count to 290 customers. Focus remains on driving growth in the million-dollar customer bucket.
- Total ~60% of the order book consists of multi-year deals and this gives confidence on future growth. Total ~70% of deals in the pipeline are large multi-dollar deals.
- Some of the largest quick commerce and e-commerce, travel and logistics clients work with TCOM and are using Kaleyra.ai offerings.
- The company exited the loss-making contracts in TCTS and achieved EBITDA breakeven in this business. It has also alluded to PAT losses in Netfoundry.
- On the strategic front, the company has created a new acquisition vehicle through TC UK, TC NL, added new capabilities to the digital fabric and re-domiciled the core connectivity entity from Bermuda to Switzerland.

Goals and target laid down by TCOM

- Total 65% revenue to be contributed by digital portfolio in total data revenue.
- Fewer but deeper with 80% customers in mn-dollar club to have more than three fabrics.
- Strengthening position in international markets.
- Q4FY25 EBITDA margin seems to have bottomed; FY26E aim is margin expansion.

Exhibit 1: Strategic bets made by management



Source: Company, Nuvama Research

Exhibit 2: Contribution by vertical



Source: Company, Nuvama Research

Exhibit 3: Driving revenue, relevance and reputation



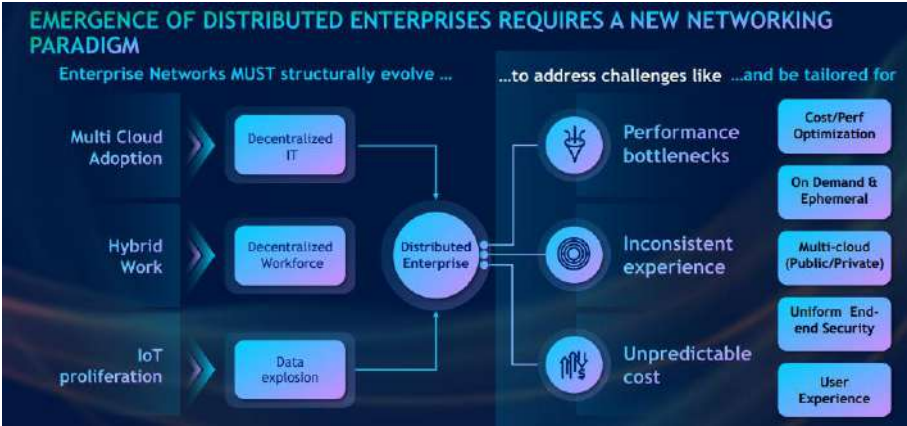
Source: Company, Nuvama Research

Exhibit 4: Pursuing opportunities to scale up other fabrics



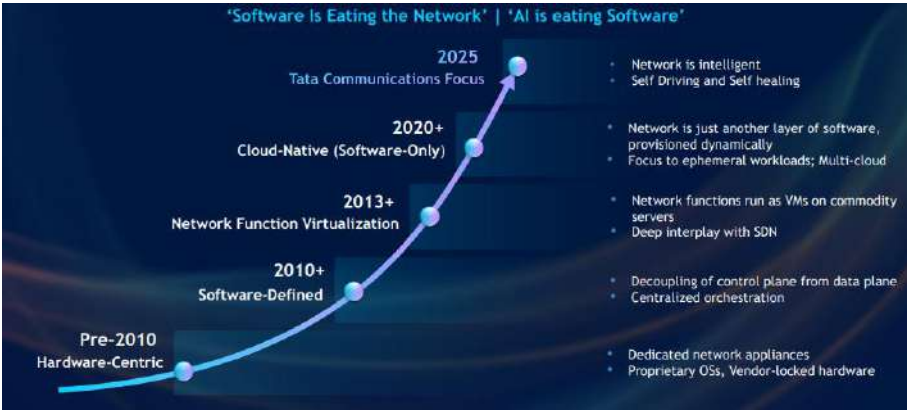
Source: Company, Nuvama Research

Exhibit 5: Emergence of distributed enterprises needs new networking paradigm



Source: Company, Nuvama Research

Exhibit 6: Evolution in enterprise networking



Source: Company, Nuvama Research

Exhibit 7: Target remains asset optimisation



Source: Company, Nuvama Research

Exhibit 8: Building strategic capabilities



Source: Company, Nuvama Research

Exhibit 9: EBITDA margin breakdown of data business



Source: Company, Nuvama Research

Exhibit 10: Targeting double-digit EBITDA margins in digital portfolio



Source: Company, Nuvama Research

Exhibit 11: Assets continue to outweigh liabilities



Source: Company, Nuvama Research

Exhibit 12: Guidance pushed backed to FY28E



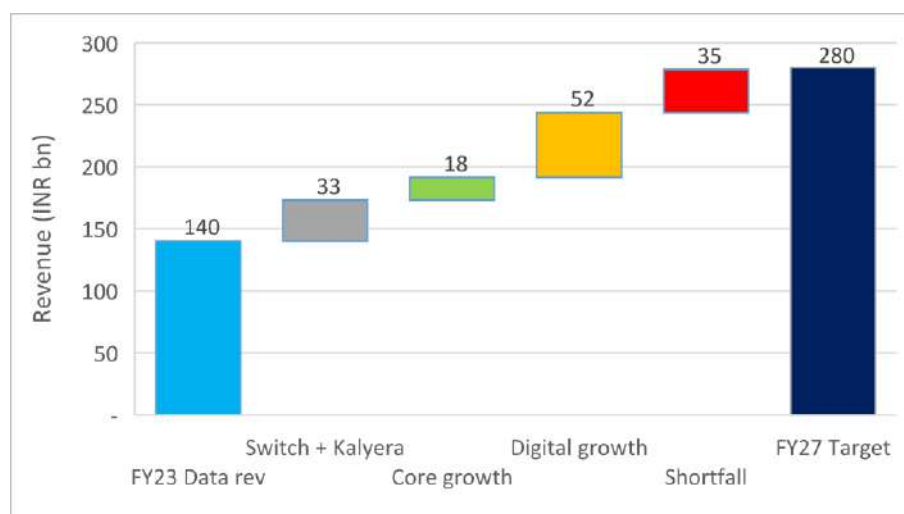
Source: Company, Nuvama Research

Exhibit 13: SotP valuation of TCOM

Segment (INR mn)	FY27E EBITDA	Target multiple	Total EV	Per share
Data business				
Core Connectivity	48,983	9.5	4,65,342	1,633
Digital	9,933	12.0	1,19,196	418
Voice business	1,262	4.0	5,047	18
Other businesses	6,802	4.0	27,206	95
Total Business EV			6,16,791	2,164
Net debt			49,363	173
Total Business Equity Value			5,67,428	2,000

Source: Company, Nuvama Research

Exhibit 14: As per our estimates, TCOM anyway falling short of achieving revenue guidance in FY27



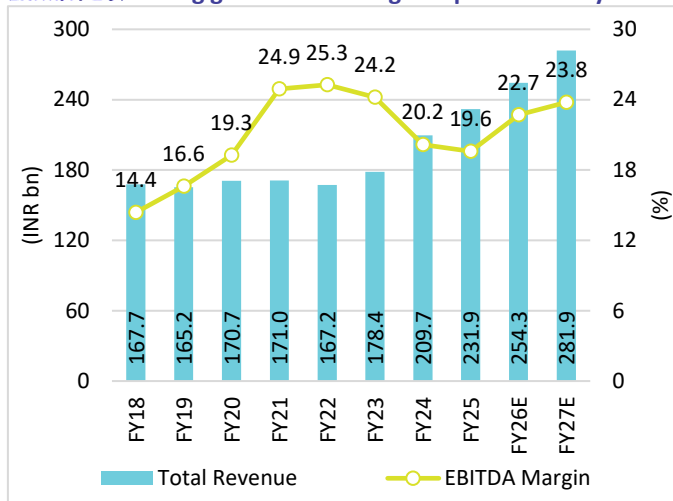
Source: Company, Nuvama Research

Exhibit 15: Summary of TCOM financials

	FY22	FY23	FY24	FY25	FY26E	FY27E
Consolidated						
Revenue	1,67,247	1,78,383	2,09,688	2,31,891	2,54,291	2,81,947
% YoY	-2%	7%	18%	11%	10%	11%
EBITDA	42,267	43,182	42,301	45,443	57,761	66,980
% YoY	-1%	2%	-2%	7%	27%	16%
% Margins	25.3%	24.2%	20.2%	19.6%	22.7%	23.8%
PAT	14,758	17,196	12,040	11,449	19,479	27,203
% YoY	11%	17%	-30%	-5%	70%	40%
Data						
Revenue	1,27,788	1,40,955	1,71,805	1,95,272	2,18,200	2,45,256
% YoY	1%	10%	22%	14%	12%	12%
EBITDA	39,899	38,063	36,616	36,175	48,924	58,916
% YoY	0%	-5%	-4%	-1%	35%	20%
% Margins	31.2%	27.0%	21.3%	18.5%	22.4%	24.0%
Core Connectivity						
Revenue	90,377	95,565	1,01,272	1,04,097	1,08,931	1,13,915
% YoY	1%	6%	6%	3%	5%	5%
EBITDA	39,869	41,843	43,547	44,762	46,840	48,983
% YoY	1%	5%	4%	3%	5%	5%
% Margins	44.1%	43.8%	43.0%	43.0%	43.0%	43.0%
Digital Portfolio						
Revenue	37,412	45,391	70,533	91,175	1,09,270	1,31,341
% YoY	1%	21%	55%	29%	20%	20%
EBITDA	31	-3,780	-6,931	-8,587	2,084	9,933
% YoY	-93%	-12449%	83%	24%	-124%	377%
% Margins	0.1%	-8.3%	-9.8%	-9.4%	1.9%	7.6%
Digital Revenue						
Next gen connectivity	5,816	7,010	9,766	9,316	11,400	13,337
% YoY	21%	21%	39%	-5%	22%	17%
Cloud Solutions	9,906	12,599	14,507	17,767	22,695	26,550
% YoY	10%	27%	15%	22%	28%	17%
Collaboration/CPaaS	15,027	15,338	29,496	44,797	52,024	64,372
% YoY	-19%	2%	92%	52%	16%	24%
Media	4,515	5,791	12,110	12,853	15,515	18,150
% YoY	38%	28%	109%	6%	21%	17%
Incubation	2,148	4,652	4,653	6,441	7,635	8,932
% YoY	68%	117%	0%	38%	19%	17%
Voice						
Revenue	22,864	20,542	16,991	16,328	14,594	14,019
% YoY	-18%	-10%	-17%	-4%	-11%	-4%
Others						
Revenue	16,595	16,886	20,892	20,291	21,496	22,672
% YoY	-3%	2%	24%	-3%	6%	5%

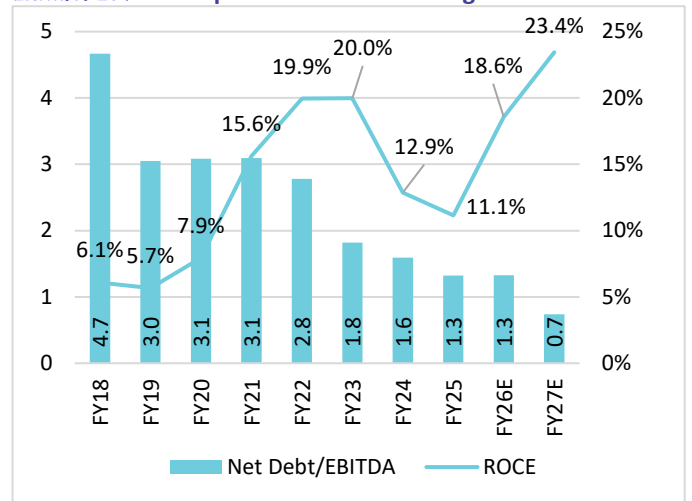
Source: Company, Nuvama Research

Exhibit 16: Strong growth and margin expansion likely...



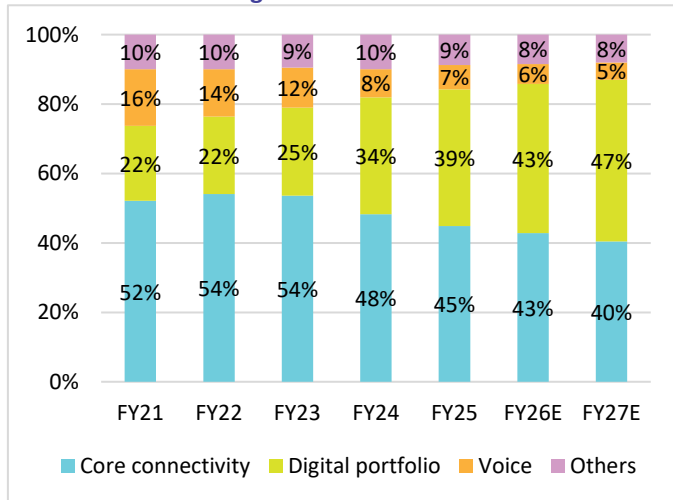
Source: Company, Nuvama Research

Exhibit 17: ...to improve RoCE and leverage



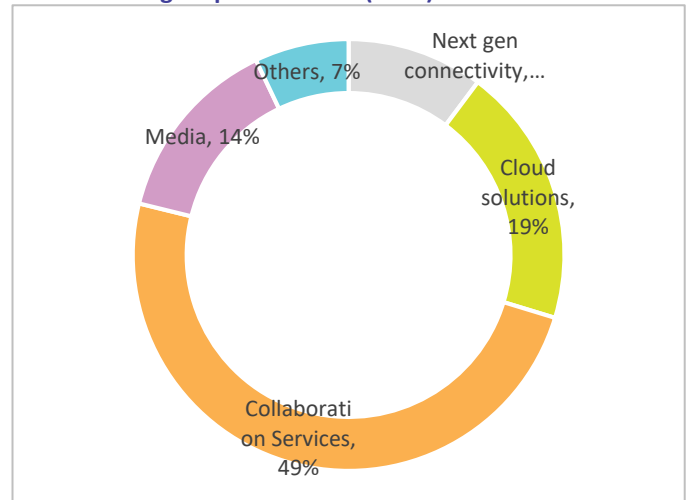
Source: Company, Nuvama Research

Exhibit 18: Share of digital revenue to increase



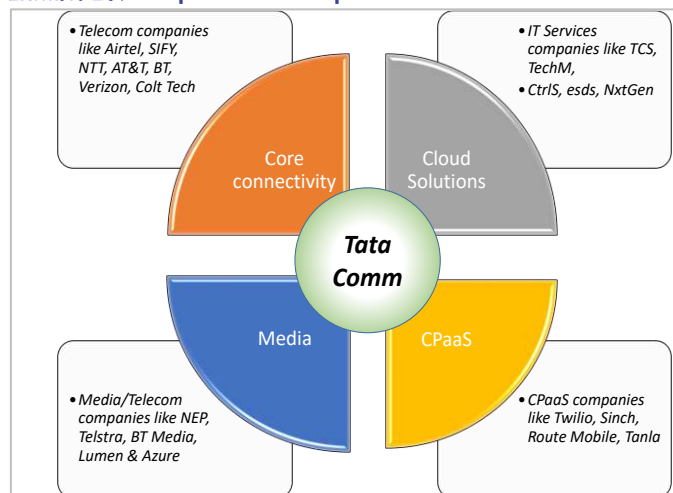
Source: Company, Nuvama Research

Exhibit 19: Digital portfolio mix (FY25)



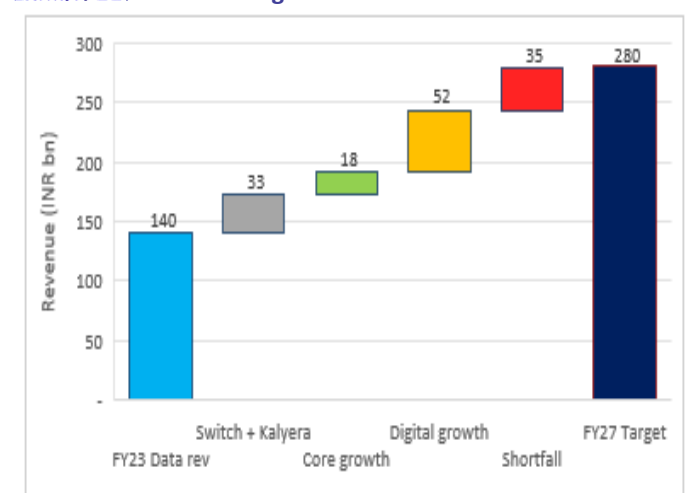
Source: Company, Nuvama Research

Exhibit 20: Unique set of competitors in each domain



Source: Company, Nuvama Research

Exhibit 21: Revenue target to fall short in FY27



Source: Company, Nuvama Research

Company Description

Tata Communications was incorporated as Videsh Sanchar Nigam (VSNL), a public sector enterprise, in 1986. In 2002, the Tata Group acquired 25% stake in VSNL. In FY06, VSNL acquired Tyco and Teleglobe providing it undersea cable network spanning 60k km connecting the continents of North America, Europe, and Asia. In 2008, VSNL was renamed Tata Communications and announced an expansion of network connectivity into Africa through an agreement with Neotel. In recent years, it has developed and expanded its portfolio of digital solutions around the telecom infrastructure – to get transformed from a telecom infrastructure provider – to an enabler of digital telecom solutions.

Investment Theme

TCOM primarily has two business segments (excluding others, which are small and/or declining) – Core connectivity and Digital Portfolio. The Core connectivity business forms 52% of revenue – in which it provides traditional point-to-point (P2P) connectivity solutions for enterprises. The digital business (25% of revenue) is the new-gen hi-tech Digital portfolio (Digital), built around its connectivity solutions – helping enterprises leverage the power of digital solutions like cloud and XaaS. Combined, TCOM intends to be able to address all the connectivity-related needs of an enterprise. In addition to these segments, it has an ATM network subsidiary in India (Tata Communications Payment Solutions) and a network management outsourcing subsidiary that supports global telecom service providers (Tata Communications Transformation Services).

Key Risks

Weak macro environment leading to deferment of technology spends by enterprises across the world

Regulatory changes in the telecom sector

Competitive intensity

Technology disruptions

Contingent liability of INR77bn for AGR dues

Additional Data

Management

CEO	A S Lakshminarayanan
CFO	Kabir Ahmed Shakir
Wholetime Director	
COO	N. Ganapathy Subramaniam
Auditor	S.R. Batliboi & Associates LLP

Holdings – Top 10*

	% Holding		% Holding
Panatone Finves	44.80	Vanguard Group	1.66
Tata Sons Pvt L	14.07	Jhunjhunwala Re	1.58
HDFC AMC Ltd	4.76	Norges Bank	1.44
First Sentier I	3.52	Quant Money Man	1.38
Mirae Asset Fin	2.25	Blackrock Inc	1.36

*Latest public data

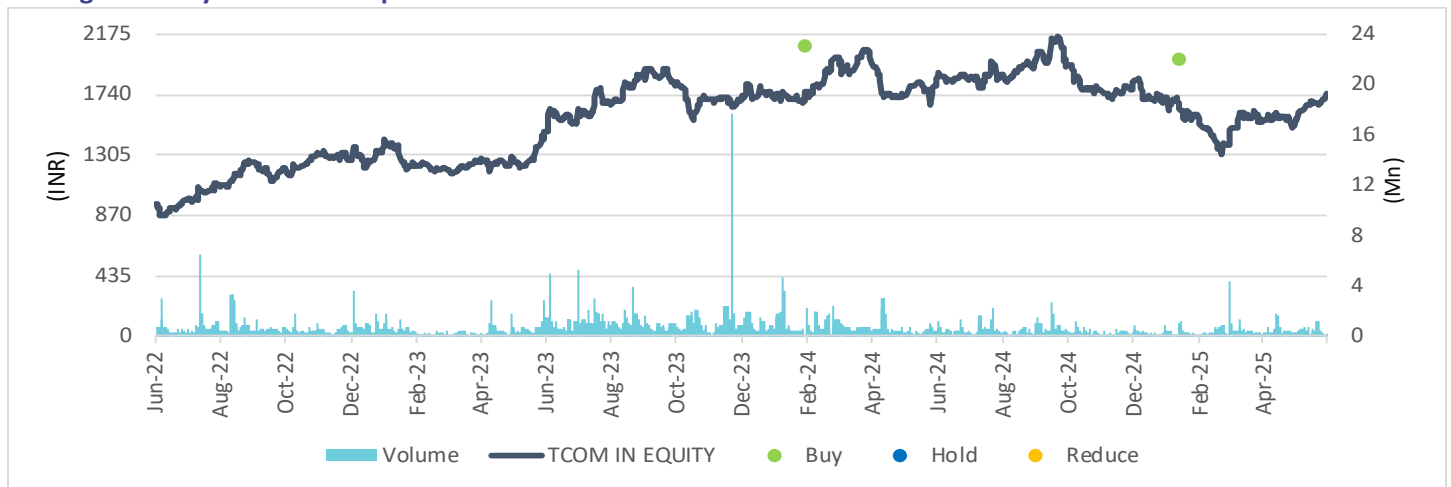
Recent Company Research

Date	Title	Price	Reco
23-Apr-25	Growth accelerating; margins to catch up; <i>Result Update</i>	1,584	Buy
05-Feb-25	On a solid foundation to capture growth; <i>Visit Note</i>	1,605	Buy
22-Jan-25	Modest results; ask rate climbing; <i>Result Update</i>	1,679	Buy

Recent Sector Research

Date	Name of Co./Sector	Title
02-Jun-25	Vodafone Idea	In-line results; all eyes on fund-raise; <i>Result Update</i>
16-May-25	Sterlite Tech.	Focus on optical demand recovery; <i>Result Update</i>
14-May-25	Bharti Airtel	Solid base; steady climb; <i>Result Update</i>

Rating and Daily Volume Interpretation



Rating Rationale & Distribution: Nuvama Research

Rating	Expected absolute returns over 12 months	Rating Distribution
Buy	15%	203
Hold	<15% and >-5%	62
Reduce	<-5%	37

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