22 July 2026

1QFY27 Results Update | Sector: Telecom

# Tata Communications

| | |
|---|---|
| Estimate change | ↓ |
| TP change | ↑ |
| Rating change | ↔ |

| | |
|---|---|
| Bloomberg | TCOM IN |
| Equity Shares (m) | 285 |
| M.Cap.(INRb)/(USDb) | 502 / 5.2 |
| 52-Week Range (INR) | 2110 / 1323 |
| 1, 6, 12 Rel. Per (%) | -14/19/6 |
| 12M Avg Val (INR M) | 1065 |

**Financials & Valuations (INR b)**

| Y/E March | FY27E | FY28E | FY29E |
|---|---|---|---|
| Net Sales | 274 | 301 | 330 |
| EBITDA | 54.3 | 61.9 | 69.2 |
| Adj. PAT | 14.3 | 20.1 | 26.0 |
| EBITDA Margin (%) | 19.8 | 20.5 | 21.0 |
| Adj. EPS (INR) | 50.2 | 70.4 | 91.4 |
| EPS Gr. (%) | 30.1 | 40.2 | 29.8 |
| BV/Sh. (INR) | 149.2 | 196.8 | 257.4 |
| **Ratios** | | | |
| Net D:E | 2.2 | 1.3 | 0.7 |
| RoE (%) | 37.2 | 40.7 | 40.2 |
| RoCE (%) | 12.4 | 16.3 | 19.2 |
| Payout (%) | 43.7 | 42.5 | 40.4 |
| **Valuations** | | | |
| EV/EBITDA (x) | 11.2 | 9.5 | 8.1 |
| P/E (x) | 35.8 | 25.5 | 19.7 |
| P/BV (x) | 12.0 | 9.1 | 7.0 |
| Div. Yield (%) | 1.2 | 1.7 | 2.1 |
| FCF Yield (%) | 2.7 | 3.7 | 4.7 |

**Shareholding Pattern (%)**

| As On | Mar-26 | Dec-25 | Mar-25 |
|---|---|---|---|
| Promoter | 58.9 | 58.9 | 58.9 |
| DII | 19.1 | 18.5 | 14.5 |
| FII | 14.4 | 14.5 | 17.0 |
| Others | 7.6 | 8.2 | 9.6 |

FII includes depository receipts

**CMP: INR1,761 TP: INR2,000 (+14%) Neutral**

## Weak 1Q; aspires for double-digit EBITDA growth in FY27

- Tata Communications (TCOM) delivered a subdued 1QFY27 with reported EBITDA rising 8% YoY (8% miss) as margin contracted ~90bp QoQ. Adjusted for prior period provisions, EBITDA grew ~13% YoY (flat QoQ, ~5% miss).
- Data revenue grew 11% YoY (flat QoQ), driven by 17% YoY growth in digital portfolio (+1% QoQ), especially Interaction (+32% YoY) and Next-Gen Connectivity (+31% YoY). Core connectivity grew ~6% YoY (flat QoQ). However, adjusted for FX benefits, data revenue inched up ~4% YoY.
- TCOM aspires to deliver double-digit reported EBITDA growth in FY27, driven by acceleration in network growth and reduction in digital losses by optimizing the portfolio mix and aligning sales incentives to contribution margin rather than just revenue growth.
- We cut our FY27/28 EBITDA by 3%/1% due to weaker 1QFY27 and a gradual ramp-up in EBITDA margins. We model ~10%/13% revenue/EBITDA CAGR over FY26-29, with margin expanding to ~21% by FY29 (vs. 19.4% in FY26).
- We believe the new management has hit all the right notes so far by shifting its focus towards profitable growth, rather than just revenue growth. However, we await more clarity on the management's strategy and improvement in execution before we turn more constructive on TCOM.
- **We reiterate our Neutral rating on TCOM with a revised TP of INR2,000.**

## Data revenue up 11% YoY (flat QoQ); profitability remains weak

- Gross revenue at INR65.8b grew 10.5% YoY (flat QoQ, our est. INR66.7b). However, adjusted for FX, consol. revenue growth was muted at ~2.8% YoY.
- Data revenue at INR57.1b grew 11.3% YoY (flat QoQ), driven by ~17% YoY (~1% QoQ) growth in the digital portfolio and ~5.7% YoY (flat QoQ) growth in core-connectivity revenue. Adjusted for FX, growth was weak at ~4% YoY.
- Net revenue (a proxy for gross margin) at INR36b grew ~9% YoY (-1% QoQ) due to weaker digital margins (-2% YoY vs. 17% YoY growth in gross revenue).
- Consolidated Reported EBITDA at INR12.3b grew 8% YoY (-4% QoQ, 8% miss) as margin contracted ~90bp QoQ (-40bp YoY) to 18.7% (145bp miss).
- Adjusted for the prior-period provision of INR0.5b, normalized EBITDA at INR12.8b rose ~13% YoY (flat QoQ, 5% miss) as margin contracted ~15bp QoQ to 19.5% (+40bp YoY, 65bp miss).
- Reported PAT at INR1.3b declined 29% YoY (49% QoQ, ~64% miss).
- Adjusted for INR1.1b exceptional items, PAT came in at INR2.4b (+14% YoY, flat QoQ, 35% miss), due to weaker EBITDA, lower other income (-24% YoY, 68% miss), and higher interest costs (+5% YoY, 9% higher vs. our estimates).
- Net debt rose INR8b QoQ to INR104b, with net debt-to-EBITDA inching up to ~2.1x (vs. 2x QoQ).
- Committed capex stood at ~INR6.6b in 1QFY27 (vs. INR5.4b in 4QFY26), while cash capex grew relatively lower at ~9% YoY to INR6.9b (down ~4% QoQ).
- Reported FCF outflow of INR4.4b (vs. INR8.3b QoQ and INR6.2b outflow YoY).
- Reported RoCE (annualized) moderated to 14.7% from 14.9% in 4QFY26.

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## Key takeaways from the management interaction

- **Profitable growth agenda:** Management aspires to deliver double-digit EBITDA growth in FY27, driven by 1) focus on accelerating higher-margin network growth, 2) reducing losses in the digital portfolio by portfolio mix optimizations, and 3) aligning sales incentives on contribution margin rather than sales targets and improving execution by reducing lead-to-cash timelines by ~50%. Further, it targets improved cash generation through disciplined capital allocation.
- **Organization structure changes:** The company has reorganized its operating structure and onboarded several new leaders. The Customer Success group, headed by TCOM veteran Sumit Walia, will bring together sales, pre-sales, delivery, and assurance across geographies. Four product towers (Network, Infra, Interaction, and Services) have been created and will have separate leaders, supported by enabling functions. The objective is to convert TCOM's scale and capabilities into delivering profitable growth over the medium term.
- **CEO's initial thoughts and key focus areas:** The four key learnings from the CEO's discussions with 100+ global customers were i) rising preference for integrated end-to-end solutions, ii) partnering with global vendors capable of serving across multiple geographies, iii) emphasis on pure-play B2B providers focused solely on enterprise needs, and iv) focus on programmable infrastructure that can be consumed through APIs and AI agents. These insights have shaped the company's new customer-centric organizational structure and solution-led go-to-market strategy. His key priorities are maintaining an industry-leading net promoter score, improving employee engagement scores, and driving profitable growth.
- **Deal wins and order book:** Momentum remained robust with several marquee deal wins across platforms (ThreadSpan, Commotion) and enterprise segments. The focus is on accelerating the delivery engine to monetize the deal wins sooner.
- **Normalized revenue growth and margin:** Adjusted for INR depreciation, consolidated/data gross revenue growth was modest at ~2.8% YoY/4.1% YoY. Further, reported margins were hit by ~INR0.5b provision related to execution delays and complexity in a particular deal signed two years back. The **normalized losses in the digital portfolio reduced to 6.9% (vs. 9.6% in FY25).**

## Valuation and view

- TCOM aspires to deliver double-digit EBITDA growth in FY27, driven by a focus on acceleration in network growth, reduction in digital losses through portfolio mix optimization, and aligning sales incentives towards profitable growth.
- We believe the new management has hit all the right notes so far by shifting its focus towards profitable growth, rather than just revenue growth. However, we await more clarity on the management's strategy and improvement in execution before we turn more constructive on TCOM.
- We cut our FY27/28 EBITDA by 3%/1% due to weaker 1QFY27 and a gradual ramp-up in EBITDA margins. We model ~10%/13% revenue/EBITDA CAGR over FY26-29, with margin expanding to ~21% by FY29 (vs. 19.4% in FY26).
- We value TCOM's data business at 9x Sep'28E EV/EBITDA (earlier Jun'28) and the voice and other businesses at 4x EV/EBITDA. Further, we ascribe INR80b (INR281/share) value to TCOM's 26% stake in STT Datacenter (implying ~USD3.2b equity value) to arrive at our revised **TP of INR2,000** (earlier INR1,950). **We reiterate our Neutral rating.**

**Consol. Quarterly earnings summary** (INR b)

| Y/E March | FY26 | | | | FY27E | | | | FY26 | FY27E | FY27E | Est |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 1Q | 2Q | 3Q | 4Q | 1Q | 2QE | 3QE | 4QE | | | 1QE | Var (%) |
| **Revenue** | **59.6** | **61.0** | **61.9** | **65.5** | **65.8** | **66.3** | **68.8** | **72.8** | **248.0** | **273.8** | **66.7** | -1 |
| YoY Change (%) | 6.6 | 8.1 | 7.3 | 9.4 | 10.5 | 8.7 | 11.2 | 11.0 | 7.9 | 10.4 | | |
| Total Expenditure | 48.2 | 49.3 | 49.6 | 52.7 | 53.5 | 52.9 | 54.8 | 58.2 | 199.8 | 219.5 | 53.3 | 0 |
| **EBITDA** | **11.4** | **11.7** | **12.3** | **12.8** | **12.3** | **13.4** | **14.0** | **14.6** | **48.2** | **54.3** | **13.4** | -8 |
| YoY Change (%) | 0.0 | 12.5 | 6.6 | 14.4 | 8.2 | 14.1 | 14.4 | 13.4 | 8.3 | 12.6 | | |
| **EBITDA Margin (%)** | 19.1 | 19.2 | 19.8 | 19.6 | 18.7 | 20.2 | 20.4 | 20.0 | 19.4 | 19.8 | 20.1 | |
| Depreciation | 6.7 | 6.8 | 7.5 | 7.3 | 7.4 | 7.5 | 7.6 | 7.7 | 28.3 | 30.3 | 7.4 | 0 |
| Interest | 1.8 | 2.0 | 2.0 | 1.8 | 1.9 | 1.8 | 1.7 | 1.7 | 7.6 | 7.0 | 1.7 | 9 |
| Other Income | 0.2 | -0.2 | 2.6 | 0.4 | 0.1 | 0.4 | 0.4 | 0.4 | 3.0 | 1.3 | 0.4 | -68 |
| **PBT Before EO Expense** | **3.1** | **2.8** | **5.3** | **4.1** | **3.2** | **4.5** | **5.1** | **5.5** | **15.4** | **18.4** | **4.7** | -33 |
| Exceptional (gain)/loss | 0.2 | 0.2 | 0.8 | -0.2 | 1.1 | 0.0 | 0.0 | 0.0 | 1.0 | 1.1 | 0.0 | |
| **PBT** | **2.9** | **2.5** | **4.6** | **4.3** | **2.1** | **4.5** | **5.1** | **5.5** | **14.4** | **17.3** | **4.7** | -55 |
| Tax | 0.7 | 0.8 | 1.0 | 1.8 | 0.9 | 1.0 | 1.2 | 1.2 | 4.3 | 4.3 | 1.1 | |
| Rate (%) | 22.5 | 32.3 | 22.0 | 42.2 | 40.7 | 22.5 | 22.5 | 22.5 | 30.0 | 24.7 | 22.5 | |
| MI & P/L of Asso. Cos. | 0.4 | -0.1 | -0.1 | -0.1 | -0.1 | -0.1 | -0.1 | -0.1 | 0.0 | -0.2 | -0.1 | |
| **Reported PAT** | **1.9** | **1.8** | **3.7** | **2.6** | **1.3** | **3.6** | **4.0** | **4.4** | **10.0** | **13.2** | **3.7** | -64 |
| **Adj PAT** | **2.1** | **2.0** | **4.4** | **2.4** | **2.4** | **3.6** | **4.0** | **4.4** | **11.0** | **14.4** | **3.7** | -35 |
| YoY Change (%) | -14.9 | 108.5 | 98.8 | -47.5 | 14.3 | 74.7 | -8.9 | 79.1 | 6.8 | 30.5 | | |

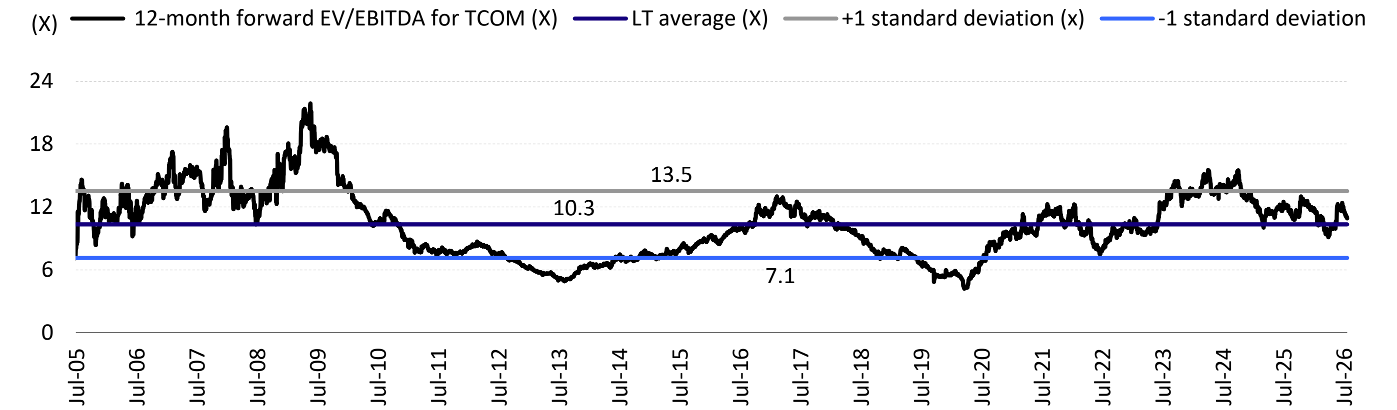
E: MOFSL Estimates

**Exhibit 1: We ascribe a TP of INR2,000**

| | Sep 2028E EBITDA (Rs bn) | EV/EBITDA (X) | Enterprise Value INR b | Enterprise Value INR/share |
|---|---|---|---|---|
| **Data** | **61.1** | **9.0** | **550** | **1,929** |
| Voice and other businesses | 4.4 | 4 | 18 | 64 |
| Value of 26% stake in the data center | | | 80 | 281 |
| **Enterprise value** | | | **648** | **2,274** |
| Consolidated debt | | | 84 | 296 |
| **Net equity value** | | | **564** | **1,978** |
| **Rounded fair value, including dividend** | | | | **2,000** |

Source: MOFSL, Company

**Exhibit 2: TCOM trades at ~11x EV/EBITDA, ~5% above its long-term average 12-month forward EV/EBITDA**




Source: MOFSL, Company

## Segmental performance summary:

**Data segment: 1Q data revenue up ~11.3% YoY, driven by ~17% YoY growth in Digital Portfolio; data EBITDA margin contracts ~160bp QoQ (-35bp YoY)**

Gross revenue was up ~11.3% YoY to INR57.1b (+0.4% QoQ).

- Core-connectivity revenue grew ~5.7% YoY to INR27.7b (flat QoQ), driven by 13% YoY (-1% QoQ) growth in Enterprise, partly offset by a 9% YoY (+1% QoQ) dip in service providers' revenue.
- **Digital portfolio revenue was up 17% YoY (+1% QoQ)** to INR29.4b, driven by 32% YoY growth in Collaboration and CPaaS, +31% YoY growth in Next Gen connectivity, and 21% YoY growth in Incubation (though -3% QoQ). The growth remained tepid in the Cloud and Security portfolio (flat YoY, -2% QoQ), while Media revenue declined -16% YoY (-13% QoQ).

- However, net revenue at INR31.4b continued to grow at a slower pace of ~6% YoY (-2% QoQ) as digital portfolio net revenue fell ~2% YoY (vs. 16% YoY in 4Q).
- Data EBITDA came in at INR9.6b (+9% YoY, -8% QoQ) as **EBITDA margin contracted ~160bp QoQ** (-35bp QoQ, ~205bp miss) to 16.8%. We believe a part of it is due to one-off prior period provisions. **Management indicated that digital portfolio losses have reduced to ~6.9% (vs. 9.6% in FY25).**

**Voice:** Voice revenue at INR3.8b declined ~3% YoY (-1% QoQ). Voice EBITDA declined 38% YoY (+12% QoQ) to INR270m (~11% miss), as margin declined ~400bp YoY to 7.1% (+90bp QoQ).

**Others:**

- The Campaign Registry (TCR) revenue grew ~37% YoY to INR2.6b (+10% QoQ). TCR EBITDA grew ~19% YoY (~15% QoQ) to INR1.6b (9% beat) as margins improved further to ~63.2% (+300bp QoQ, though lower than 72.3% YoY).
- TCTSL revenue declined ~7% YoY (-7% QoQ), while EBITDA grew ~5% YoY (+7.5% QoQ) to ~INR496m, with margins expanding ~370bp QoQ to 27% (+300bp YoY).

**Consolidated performance**

| | 1QFY26 | 4QFY26 | 1QFY27 | YoY | QoQ | 1QFY27 | vs. est. |
|---|---|---|---|---|---|---|---|
| **Revenue** | **59,599** | **65,542** | **65,828** | **10.5** | **0.4** | **66,697** | **-1.3** |
| Network costs | 27,291 | 30,811 | 31,441 | 15.2 | 2 | 31,581 | -0.4 |
| Staff cost | 12,178 | 12,401 | 12,397 | 1.8 | 0 | 13,030 | -4.9 |
| Operating and other expenses | 8,762 | 9,490 | 9,689 | 10.6 | 2.1 | 8,659 | 11.9 |
| Total expenditure | 48,230 | 52,702 | 53,527 | 11 | 1.6 | 53,271 | 0.5 |
| **EBITDA** | **11,368** | **12,839** | **12,301** | **8.2** | **-4.2** | **13,426** | **-8.4** |
| Depreciation and amortization | 6,657 | 7,310 | 7,394 | 11.1 | 1.2 | 7,419 | -0.3 |
| **EBIT** | **4,711** | **5,529** | **4,907** | **4.2** | **-11.3** | **6,008** | **-18.3** |
| Other income | 171 | 426 | 129 | -24.3 | -69.6 | 400 | -67.7 |
| Interest expense | 1,765 | 1,817 | 1,859 | 5.3 | 2.3 | 1,700 | 9.4 |
| **PBT** | **3,117** | **4,138** | **3,177** | **1.9** | **-23.2** | **4,708** | **-32.5** |
| Income tax | 654 | 1,833 | 860 | 31.5 | -53.1 | 1,059 | -18.8 |
| **PAT before exceptional items** | **2,463** | **2,306** | **2,317** | **-5.9** | **0.5** | **3,649** | **-36.5** |
| Exceptional items | -204 | 203 | -1,064 | | | — | |
| **PAT after exceptional items** | **2,258** | **2,508** | **1,254** | **-44.5** | **-50** | **3,649** | **-65.6** |
| Minority interest | -424 | 40 | 45 | -111 | 13 | -20 | -326 |
| Share of associates/JVs | 65 | 85 | 44 | -33 | -49 | 70 | -38 |
| **Reported net income** | **1,900** | **2,633** | **1,342** | **-29.3** | **-49** | **3,699** | **-63.7** |
| **Adjusted net income** | **2,104** | **2,430** | **2,406** | **14.3** | **-1** | **3,699** | **-35** |
| **Adjusted EPS (INR/share)** | **7.4** | **8.5** | **8.4** | **14.3** | **-1** | **13** | **-35** |
| **Margins (%)** | | | | | | | |
| **EBITDA** | **19.1** | **19.59** | **18.7** | **(39)bp** | **(90)bp** | **20.1** | **(144)bp** |
| EBIT | 7.9 | 8.4 | 7.5 | (45)bp | (98)bp | 9 | (155)bp |
| PBT | 5.2 | 6.3 | 4.8 | (40)bp | (149)bp | 7.1 | (223)bp |
| Adjusted PAT | 3.5 | 3.7 | 3.7 | 12 bp | (5)bp | 5.5 | (189)bp |

E: MOFSL Estimates

**Exhibit 3: Collaboration & CPaaS and Next Gen Connectivity grew ~31-32% YoY, while media and cloud posted a YoY decline**

| | 1QFY25 | 2QFY25 | 3QFY25 | 4QFY25 | 1QFY26 | 2QFY26 | 3QFY26 | 4QFY26 | 1QFY27 | YoY | QoQ |
|---|---|---|---|---|---|---|---|---|---|---|---|
| **Data revenue – geographical mix** | **46.9** | **48.3** | **49.0** | **51.0** | **51.3** | **51.8** | **53.6** | **56.8** | **57.1** | **11.3** | **0.4** |
| India | 20.4 | 20.6 | 20.0 | 21.4 | 21.8 | 20.3 | 22.3 | 22.7 | 22.3 | 2.6 | (1.6) |
| Rest of World | 26.5 | 27.7 | 29.1 | 29.6 | 29.5 | 31.5 | 31.3 | 34.2 | 34.8 | 17.7 | 1.8 |
| **Gross revenue by currency** | **55.9** | **57.3** | **58.0** | **59.9** | **59.6** | **61.0** | **61.9** | **65.5** | **65.8** | **10.5** | **0.4** |
| INR | 22.0 | 22.0 | 21.8 | 23.4 | 23.5 | 25.0 | 24.0 | 24.4 | 24.1 | 2.5 | (1.2) |
| Others | 33.9 | 35.3 | 36.2 | 36.5 | 36.1 | 36.0 | 37.9 | 41.2 | 41.7 | 15.6 | 1.4 |
| **Data revenue customer mix** | **46.9** | **48.3** | **49.0** | **51.0** | **51.3** | **51.8** | **53.6** | **56.8** | **57.1** | **11.3** | **0.4** |
| Service Providers | 12.1 | 12.1 | 12.2 | 12.0 | 13.6 | 12.1 | 12.3 | 13.2 | 13.6 | (0.1) | 2.8 |
| Enterprise | 34.8 | 36.1 | 36.8 | 39.0 | 37.7 | 39.7 | 41.3 | 43.6 | 43.5 | 15.4 | (0.3) |
| **Data revenue segment mix** | **46.9** | **48.3** | **49.0** | **51.0** | **51.3** | **51.8** | **53.6** | **56.8** | **57.1** | **11.3** | **0.4** |
| Core-connectivity | 25.5 | 26.1 | 25.9 | 26.6 | 26.2 | 26.4 | 27.0 | 27.7 | 27.7 | 5.7 | (0.2) |
| Digital portfolio | 21.4 | 22.1 | 23.1 | 24.4 | 25.1 | 25.4 | 26.6 | 29.1 | 29.4 | 17.1 | 1.1 |
| Digital Platforms and Services | 20.0 | 20.4 | 21.7 | 22.7 | 23.6 | 23.8 | 25.0 | 27.2 | 27.6 | 16.9 | 1.3 |
| Incubation services | 1.3 | 1.8 | 1.5 | 1.7 | 1.5 | 1.6 | 1.5 | 1.9 | 1.8 | 21.0 | (2.9) |
| **Core connectivity customer mix** | **25.5** | **26.1** | **25.9** | **26.6** | **26.2** | **26.4** | **27.0** | **27.7** | **27.7** | **5.7** | **(0.2)** |
| Service Providers | 9.0 | 8.7 | 8.6 | 8.6 | 8.6 | 7.9 | 7.6 | 7.8 | 7.9 | (8.7) | 1.4 |
| Enterprise | 16.5 | 17.4 | 17.3 | 18.0 | 17.6 | 18.5 | 19.4 | 20.0 | 19.8 | 12.7 | (0.9) |
| **Digital Platforms and services segment mix** | **20.0** | **20.4** | **21.7** | **22.7** | **23.6** | **23.8** | **25.0** | **27.2** | **27.6** | **16.9** | **1.3** |
| Collaboration & CPaaS | 10.4 | 11.1 | 11.8 | 11.4 | 11.7 | 12.6 | 13.9 | 15.0 | 15.5 | 32.2 | 3.2 |
| Cloud, Hosting and Security | 4.2 | 4.2 | 4.3 | 5.1 | 5.3 | 4.7 | 5.1 | 5.4 | 5.3 | (0.2) | (1.9) |
| Next Gen Connectivity (IZO & SDWAN) | 2.1 | 2.2 | 2.5 | 2.6 | 2.7 | 2.8 | 2.9 | 3.1 | 3.6 | 31.3 | 14.8 |
| Media Services | 3.4 | 2.9 | 3.1 | 3.5 | 3.9 | 3.7 | 3.1 | 3.7 | 3.3 | (16.2) | (12.8) |

Source: MOFSL, Company

**Exhibit 4: Segmental results**

| | 1QFY26 | 4QFY26 | 1QFY27 | YoY (%) | QoQ (%) | 1QFY27 | vs. est |
|---|---|---|---|---|---|---|---|
| **Segmental gross revenue (INR m)** | | | | | | | |
| **Gross revenue** | **59,598** | **65,542** | **65,828** | **10.5** | **0.4** | **66,697** | **-1.3** |
| **Voice** | **3,945** | **3,876** | **3,819** | **-3.2** | **-1.4** | **3,840** | **-0.5** |
| **Data** | **51,302** | **56,838** | **57,084** | **11.3** | **0.4** | **57,813** | **-1.3** |
| Core connectivity | 26,198 | 27,745 | 27,685 | 5.7 | -0.2 | 27,923 | -0.8 |
| Digital portfolio | 25,105 | 29,093 | 29,399 | 17.1 | 1.1 | 29,891 | -1.6 |
| Digital platforms and services | 23,604 | 27,223 | 27,584 | 16.9 | 1.3 | 28,114 | -1.9 |
| Incubation services | 1,501 | 1,870 | 1,815 | 21 | -2.9 | 1,776 | 2.2 |
| **Others** | **4,351** | **4,827** | **4,924** | **13.2** | **2** | **5,044** | **-2.4** |
| Rentals | 491 | 493 | 501 | 2.1 | 1.5 | 500 | 0.2 |
| TCTSL | 1,967 | 1,983 | 1,838 | -6.5 | -7.3 | 2,032 | -9.5 |
| TCR | 1,893 | 2,351 | 2,585 | 36.5 | 9.9 | 2,511 | 2.9 |
| **Segmental net revenue (INR m)** | | | | | | | |
| **Net revenue** | **32,900** | **36,195** | **35,810** | **8.8** | **-1.1** | **36,450** | **-1.8** |
| **Voice** | **832** | **658** | **693** | **-16.7** | **5.4** | **714** | **-3** |
| **Data** | **29,731** | **32,069** | **31,421** | **5.7** | **-2** | **32,112** | **-2.2** |
| Core connectivity | 20,666 | 22,680 | 22,547 | 9.1 | -0.6 | 22,617 | -0.3 |
| Digital portfolio | 9,065 | 9,389 | 8,874 | -2.1 | -5.5 | 9,494 | -6.5 |
| **Others** | **2,337** | **3,469** | **3,696** | **58.2** | **6.5** | **3,624** | **2** |
| Rentals | 490 | 492 | 500 | 2 | 1.5 | 500 | 0 |
| TCTSL | 130 | 838 | 857 | 561 | 2.3 | 864 | -0.8 |
| TCR | 1,717 | 2,138 | 2,339 | 36.2 | 9.4 | 2,260 | 3.5 |
| **Segmental EBITDA (INR m)** | | | | | | | |
| **EBITDA** | **11,368** | **12,839** | **12,301** | **8.2** | **-4.2** | **13,426** | **-8.4** |
| **Voice** | **436** | **240** | **270** | **-38.1** | **12.7** | **304** | **-11.1** |
| **Data** | **8,813** | **10,483** | **9,616** | **9.1** | **-8.3** | **10,929** | **-12** |
| **Others** | **2,119** | **2,117** | **2,415** | **14** | **14.1** | **2,193** | **10.1** |
| Rentals | 279 | 241 | 287 | 2.8 | 19.1 | 244 | 17.8 |
| TCTSL | 471 | 461 | 496 | 5.3 | 7.5 | 457 | 8.4 |
| TCR | 1,369 | 1,415 | 1,633 | 19.3 | 15.4 | 1,492 | 9.4 |
| **Segmental EBITDA margin (%)** | | | | | | | |
| **EBITDA margin** | **19.1** | **19.6** | **18.7** | **-38.7** | **-90.2** | **20.1** | **-144.3** |
| **Voice** | **11.1** | **6.2** | **7.1** | **(398)bp** | **89 bp** | **7.9** | **(84)bp** |
| **Data** | **17.2** | **18.4** | **16.8** | **(33)bp** | **(160)bp** | **18.9** | **(206)bp** |
| **Others** | **48.7** | **43.9** | **49** | **35 bp** | **520 bp** | **43.5** | **556 bp** |
| Rentals | 57 | 49 | 57 | 42 bp | 845 bp | 49 | 859 bp |
| TCTSL | 23.9 | 23.3 | 27 | 302 bp | 369 bp | 22.5 | 446 bp |
| TCR | 72.3 | 60.2 | 63.2 | (913)bp | 300 bp | 59.4 | 374 bp |

**Exhibit 5: Summary of our estimate revisions**

| | FY27E | FY28E | FY29E |
|---|---|---|---|
| **Voice revenue (INR b)** | | | |
| Old | 14.9 | 14.2 | |
| Actual/New | 14.8 | 14.1 | 13.6 |
| Change (%) | **-0.5** | **-0.5** | |
| **Data revenue, incl. TCR (INR b)** | | | |
| Old | 245.8 | 269.3 | |
| Actual/New | 249.2 | 277.0 | 305.2 |
| Change (%) | **1.4** | **2.9** | |
| **Consolidated revenue (INR b)** | | | |
| Old | 271.3 | 294.5 | |
| Actual/New | 273.8 | 301.4 | 329.5 |
| Change (%) | **0.9** | **2.3** | |
| **Consolidated EBITDA (INR b)** | | | |
| Old | 56.2 | 62.5 | |
| Actual/New | 54.3 | 61.9 | 69.2 |
| Change (%) | **-3.4** | **-1.1** | |
| **Voice EBITDA (INR b)** | | | |
| Old | 1.2 | 1.1 | |
| Actual/New | 1.1 | 1.0 | 1.0 |
| Change (%) | **-7.2** | **-7.1** | |
| **Data EBITDA, incl. TCR (INR b)** | | | |
| Old | 52.1 | 58.3 | |
| Actual/New | 50.0 | 57.5 | 64.7 |
| Change (%) | **-3.9** | **-1.4** | |
| **Consolidated EBITDA margin (%)** | | | |
| Old | 20.7 | 21.2 | |
| Actual/New | 19.8 | 20.5 | 21.0 |
| Change (%) | -88bp | -71bp | |
| **PAT (INR m)** | | | |
| Old | 16.3 | 20.6 | |
| Actual/New | 14.3 | 20.1 | 26.0 |
| Change (%) | -12.5 | -2.7 | |

Source: MOFSL, Company

CONFERENCE CALL

## Detailed takeaways from the management interaction

- **Profitable growth agenda:** Management aspires to deliver double-digit EBITDA growth in FY27, driven by 1) focus on accelerating higher-margin network growth, 2) reducing losses in the digital portfolio by portfolio mix optimizations, and 3) aligning sales incentives on contribution margin rather than sales targets and improving execution by reducing lead-to-cash timelines by ~50%. Further, it targets improved cash generation through disciplined capital allocation.
- **Organization structure changes:** The company has reorganized its operating structure and onboarded several new leaders. The Customer Success group, headed by TCOM veteran Sumit Walia, will bring together sales, pre-sales, delivery, and assurance across geographies. Four product towers (Network, Infra, Interaction, and Services) have been created and will have separate leaders, supported by enabling functions. The objective is to convert TCOM's scale and capabilities into delivering profitable growth over the medium term.
- **CEO's initial thoughts and key focus areas:** The four key learnings from the CEO's discussions with 100+ global customers were i) rising preference for integrated end-to-end solutions, ii) partnering with global vendors capable of serving across multiple geographies, iii) emphasis on pure-play B2B providers focused solely on enterprise needs, and iv) focus on programmable infrastructure that can be consumed through APIs and AI agents. These insights have shaped the company's new customer-centric organizational structure and solution-led go-to-market strategy. His key priorities are maintaining an industry-leading net promoter score, improving employee engagement scores, and driving profitable growth.
- **Deal wins and order book:** Momentum remained robust with several marquee deal wins across platforms (ThreadSpan, Commotion) and enterprise segments. The focus is on accelerating the delivery engine to monetize the deal wins sooner.
- **Normalized revenue growth and margin:** Adjusted for INR depreciation, consolidated/data gross revenue growth was modest at ~2.8% YoY/4.1% YoY. Further, reported margins were hit by ~INR0.5b provision related to execution delays and complexity in a particular deal signed two years back. The **normalized losses in the digital portfolio reduced to 6.9% (vs. 9.6% in FY25).**
- **Deal Wins:** The quarter witnessed several marquee deal wins across platform and enterprise solutions. ThreadSpan secured contracts from a leading global card network and a large Indian conglomerate, while Commotion won enterprise Voice AI deployments for a major hospitality chain and a general insurance company. The company also secured an industrial connectivity deal with a large battery manufacturer involving managed LAN, Wi-Fi and IT-OT integration, besides continuing to witness healthy traction from Global Capability Centre (GCC) customers.
- **Core Connectivity:** Core connectivity revenue growth was highest in the last ten quarters, supported by strong demand for DC-to-DC connectivity and enterprise networking. Management believes AI-led growth in DC build-out and rising cloud adoption are creating a structural opportunity for its programmable network platforms. While pricing pressure remains, management believes TCOM's advantage lies in its differentiated network quality, low latency, resilience, service quality and platform capabilities.
- **Cloud:** Management believes its infra business has the most potential, while acknowledging that the growth in cloud business has been soft for the past few

quarters, due to supply constraints in procuring new GPUs. Further, management is targeting a higher share of revenue from its own Vaayu Cloud offering (as opposed to reselling third-party cloud) to improve the profitability and RoCE in the business. A comprehensive cloud strategy, including capital allocation and growth roadmap, is expected to be presented during the upcoming Investor Day.

- **DC-to-DC Connectivity:** Management identified DC-to-DC connectivity as one of the company's largest structural growth opportunities. AI adoption is significantly increasing east-west traffic between data centers, creating demand for deterministic low-latency networks and programmable connectivity. With connectivity to over 100 carrier-neutral data centers, proprietary cable infrastructure and software-defined networking platforms, it believes the company has a strong competitive advantage and expects this business to remain a key growth driver over the coming years.
- **Media:** The growth was impacted by the cancellation of multiple sporting events due to the West Asia conflict. While management acknowledged near-term volatility, it indicated that media remains one of the portfolios requiring greater focus to improve profitability over time.
- **Capital Intensity:** Management reiterated that the current phase is focused on harvesting returns from the significant organic and inorganic investments made over the past few years, including network assets, digital platforms and acquisitions. While capital discipline will remain tighter going forward, the company will continue investing selectively in high-return opportunities such as subsea cable infrastructure and strategic network expansion.
- **STT:** The company’s board will evaluate potential monetization of its 26% stake as and when STT decides to go for value unlocking through an IPO.

## Story in charts

**Exhibit 6: Consol. revenue remained flat QoQ (+10.5% YoY); EBITDA margin contracted ~90bp QoQ (-40bp YoY)**

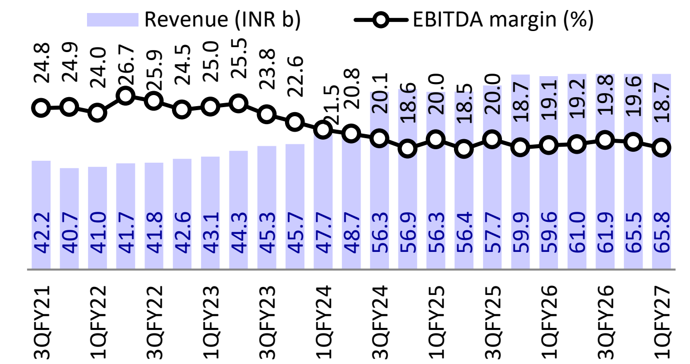



**Exhibit 7: Data revenue remained flat QoQ (+11.3% YoY); margin contracted ~160bp QoQ**

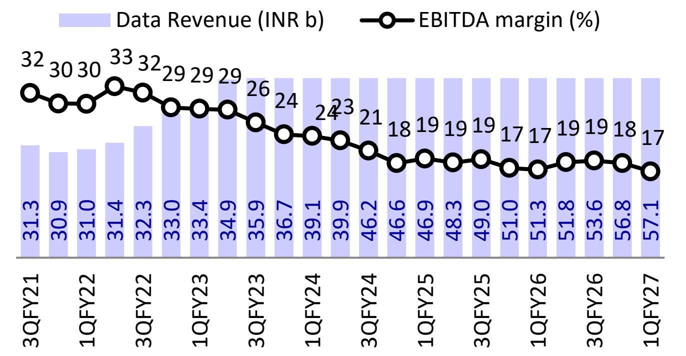



**Exhibit 8: Voice revenue down 1.4% QoQ (-3% YoY); margin expanded ~90bp QoQ**

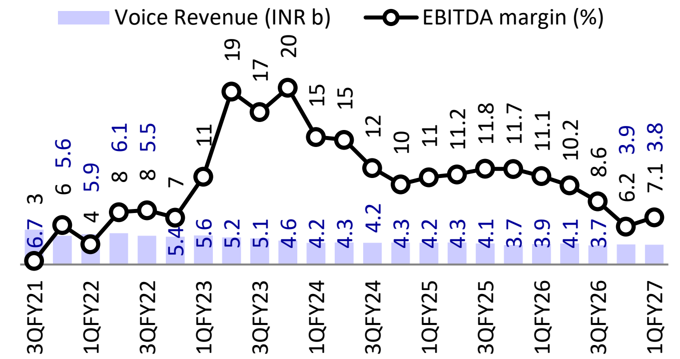
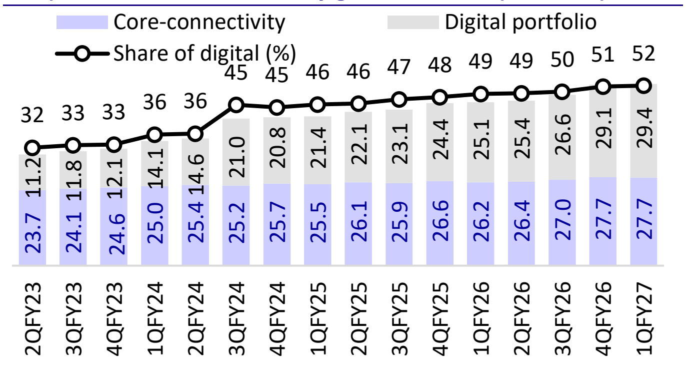


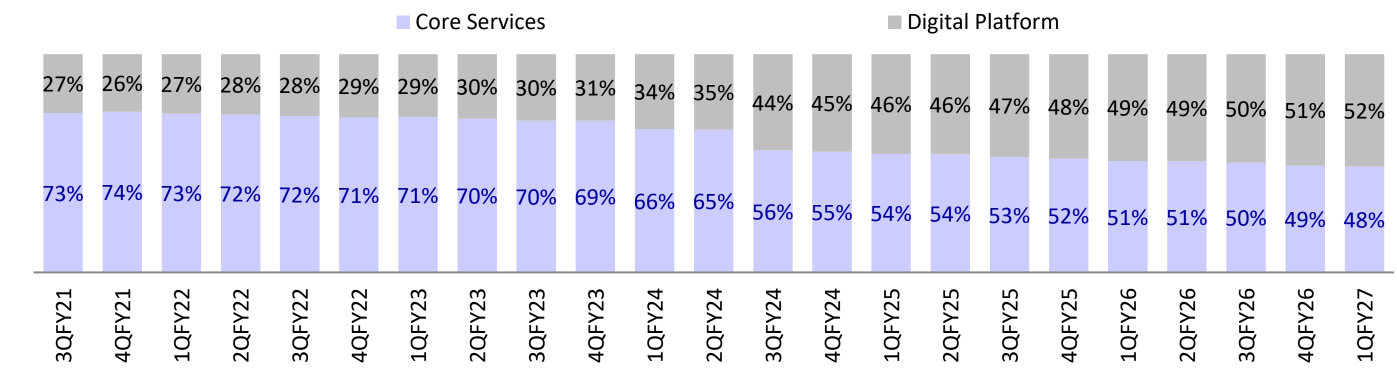

**Exhibit 9: Digital portfolio revenue up ~1.1% QoQ (+17% YoY), while core-connectivity grew ~6% YoY (flat QoQ)**




Source: MOFSL, Company

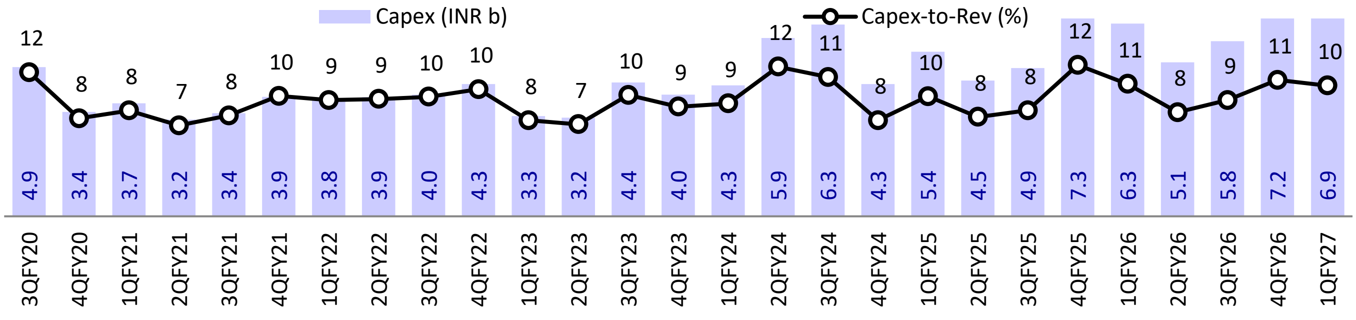
Source: MOFSL, Company

**Exhibit 10: Share of digital portfolio in the data revenue mix inched up to ~52% in 1QFY27**



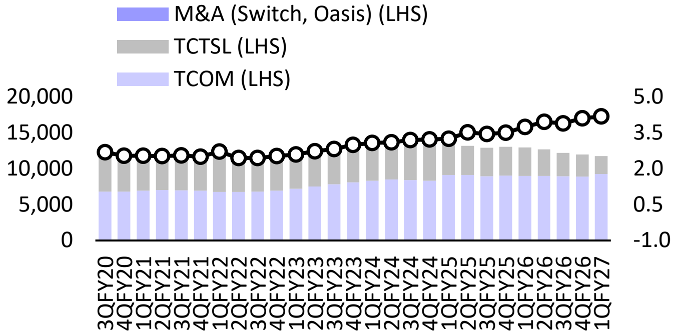

*Revised in line with the new reporting structure; Source: MOFSL, Company

**Exhibit 11: Quarterly cash capex declined ~4% QoQ to INR6.9b (-9% YoY)**



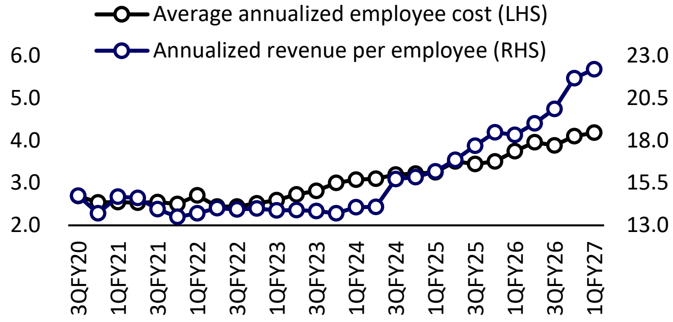

Source: MOFSL, Company

**Exhibit 12: TCOM's FTE base declined by 228 in 1QFY27, but the average cost per employee rose ~12% YoY (+2% QoQ)**



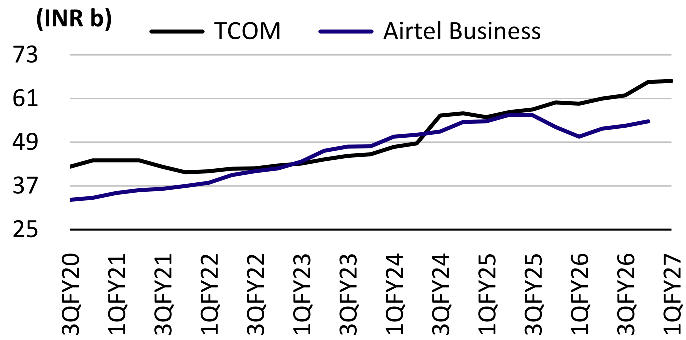

Source: MOFSL, Company

**Exhibit 13: TCOM's annual cost per employee stood at INR4.2m; revenue per employee rose 2.5% QoQ to INR22m**



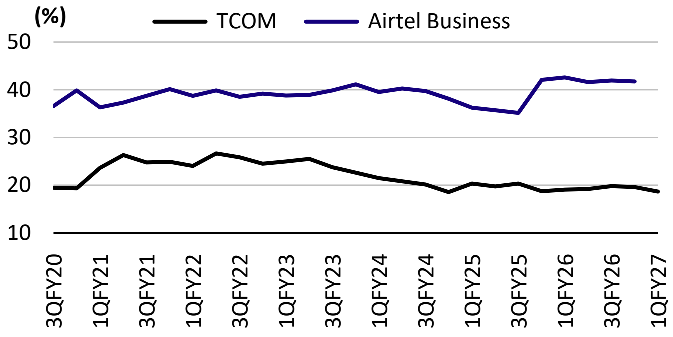

Source: MOFSL, Company

**Exhibit 14: After the Kaleyra acquisition, TCOM's gross revenue surpassed Bharti's enterprise revenue**




Source: MOFSL, Company

**Exhibit 15: However, Bharti's enterprise business EBITDA margin is significantly ahead of TCOM's**




Source: MOFSL, Company

# Financials and valuations

| Consolidated - Income Statement | | | | | | | | | (INRb) |
|---|---|---|---|---|---|---|---|---|---|
| **Y/E March** | **FY21** | **FY22** | **FY23** | **FY24** | **FY25** | **FY26** | **FY27E** | **FY28E** | **FY29E** |
| **Total Income from Operations** | **171.0** | **167.2** | **178.4** | **209.7** | **229.9** | **248.0** | **273.8** | **301.4** | **329.5** |
| Change (%) | 0.2 | -2.2 | 6.7 | 17.5 | 9.7 | 7.9 | 10.4 | 10.1 | 9.3 |
| Network Cost | 63.3 | 62.0 | 63.8 | 80.9 | 100.5 | 113.6 | 123.9 | 135.6 | 148.3 |
| Staff Cost | 30.5 | 30.4 | 36.0 | 44.5 | 45.6 | 49.4 | 54.8 | 60.3 | 65.9 |
| Operating & Other Expense | 34.6 | 32.6 | 35.5 | 42.0 | 39.3 | 36.8 | 40.8 | 43.6 | 46.1 |
| **Total Expenditure** | **128.4** | **125.0** | **135.2** | **167.4** | **185.4** | **199.8** | **219.5** | **239.5** | **260.3** |
| % of Sales | 75.1 | 74.7 | 75.8 | 79.8 | 80.6 | 80.6 | 80.2 | 79.5 | 79.0 |
| **EBITDA** | **42.6** | **42.3** | **43.2** | **42.3** | **44.5** | **48.2** | **54.3** | **61.9** | **69.2** |
| Margin (%) | 24.9 | 25.3 | 24.2 | 20.2 | 19.4 | 19.4 | 19.8 | 20.5 | 21.0 |
| Depreciation | 23.1 | 22.0 | 22.6 | 24.7 | 25.9 | 28.3 | 30.3 | 31.9 | 33.6 |
| **EBIT** | **19.5** | **20.2** | **20.6** | **17.6** | **18.6** | **20.0** | **24.0** | **29.9** | **35.6** |
| Int. and Finance Charges | 4.2 | 3.6 | 4.3 | 6.4 | 7.3 | 7.6 | 7.0 | 5.9 | 5.1 |
| Other Income | 1.6 | 3.3 | 3.6 | 2.8 | 1.3 | 3.0 | 1.3 | 1.7 | 3.0 |
| **PBT bef. EO Exp.** | **16.8** | **19.9** | **19.9** | **14.0** | **12.6** | **15.4** | **18.4** | **25.7** | **33.5** |
| EO Items | -0.7 | 0.1 | 0.8 | -2.4 | 8.1 | -1.0 | -1.1 | 0.0 | 0.0 |
| **PBT after EO Exp.** | **16.1** | **20.0** | **20.6** | **11.6** | **20.7** | **14.4** | **17.3** | **25.7** | **33.5** |
| Total Tax | 3.5 | 5.2 | 3.0 | 2.1 | 4.9 | 4.3 | 4.3 | 5.9 | 7.7 |
| Tax Rate (%) | 22 | 26 | 14 | 18 | 24 | 30 | 25 | 23 | 23 |
| Minority Interest | 0.0 | 0.0 | -0.3 | -0.2 | -0.4 | -0.4 | -0.2 | -0.3 | -0.3 |
| **Reported PAT** | **12.5** | **14.8** | **18.0** | **9.7** | **16.3** | **10.4** | **13.2** | **20.1** | **26.0** |
| **Adjusted PAT** | **13.3** | **14.8** | **17.2** | **12.0** | **10.3** | **11.0** | **14.3** | **20.1** | **26.0** |
| Change (%) | 340.2 | 11.5 | 16.4 | -30.0 | -14.5 | 6.8 | 30.1 | 40.2 | 29.8 |
| Margin (%) | 7.8 | 8.8 | 9.6 | 5.7 | 4.5 | 4.4 | 5.2 | 6.7 | 7.9 |

| Consolidated - Balance Sheet | | | | | | | | | (INRb) |
|---|---|---|---|---|---|---|---|---|---|
| **Y/E March** | **FY21** | **FY22** | **FY23** | **FY24** | **FY25** | **FY26** | **FY27E** | **FY28E** | **FY29E** |
| Equity Share Capital | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 | 2.9 |
| Total Reserves | -1.7 | 6.4 | 12.3 | 15.0 | 27.4 | 31.6 | 39.7 | 53.2 | 70.5 |
| **Net Worth** | **1.2** | **9.3** | **15.2** | **17.9** | **30.2** | **34.5** | **42.5** | **56.1** | **73.4** |
| Minority Interest | 0.3 | 0.3 | 0.3 | 0.0 | 0.0 | 2.0 | 2.0 | 2.0 | 2.0 |
| Total Loans | 98.0 | 79.0 | 75.3 | 101.2 | 108.8 | 105.8 | 90.8 | 75.8 | 70.8 |
| Lease Liabilities | 14.4 | 12.2 | 10.4 | 11.5 | 14.8 | 16.7 | 16.7 | 16.7 | 16.7 |
| Deferred Tax Liabilities | -2.8 | -1.9 | -3.2 | -5.2 | -11.6 | -13.8 | -13.8 | -13.8 | -13.8 |
| **Capital Employed** | **111.0** | **98.9** | **98.0** | **125.3** | **142.2** | **145.2** | **138.2** | **136.8** | **149.0** |
| **Net Fixed Assets** | **99.6** | **96.6** | **93.9** | **105.8** | **119.9** | **130.4** | **127.2** | **124.2** | **121.6** |
| Goodwill on Consolidation | 1.1 | 1.1 | 1.2 | 17.8 | 19.3 | 24.4 | 24.4 | 24.4 | 24.4 |
| Capital WIP | 6.1 | 8.7 | 11.5 | 13.3 | 11.0 | 8.5 | 8.5 | 8.5 | 8.5 |
| **Total Investments** | **22.3** | **15.7** | **19.5** | **16.1** | **18.0** | **20.0** | **20.0** | **20.0** | **20.0** |
| **Curr. Assets, Loans & Adv.** | **67.8** | **61.0** | **66.0** | **74.4** | **77.7** | **74.3** | **78.6** | **88.8** | **112.4** |
| Inventory | 0.3 | 0.4 | 1.6 | 0.8 | 1.6 | 1.0 | 1.0 | 1.0 | 1.0 |
| Account Receivables | 26.1 | 25.8 | 27.4 | 37.6 | 40.1 | 41.7 | 45.3 | 49.0 | 52.7 |
| Cash and Bank Balance | 9.3 | 7.4 | 10.6 | 8.4 | 17.6 | 11.8 | 12.5 | 18.9 | 38.9 |
| Loans and Advances | 32.1 | 27.3 | 26.4 | 27.6 | 18.5 | 19.8 | 19.8 | 19.8 | 19.8 |
| **Curr. Liability & Prov.** | **99.3** | **95.6** | **103.9** | **113.1** | **103.7** | **112.5** | **120.5** | **129.1** | **137.9** |
| Account Payables | 32.4 | 30.1 | 32.8 | 36.6 | 35.7 | 43.2 | 47.7 | 52.5 | 57.4 |
| Other Current Liabilities | 60.0 | 57.9 | 62.7 | 67.3 | 58.7 | 59.5 | 62.1 | 64.8 | 67.5 |
| Provisions | 6.9 | 7.7 | 8.5 | 9.3 | 9.4 | 9.8 | 10.8 | 11.9 | 13.0 |
| **Net Current Assets** | **-31.5** | **-34.6** | **-37.9** | **-38.7** | **-26.0** | **-38.2** | **-42.0** | **-40.4** | **-25.5** |
| **Appl. of Funds** | **111.0** | **98.9** | **98.0** | **125.3** | **142.2** | **145.2** | **138.2** | **136.8** | **149.0** |

# Financials and valuations

| Ratios | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **Y/E March** | **FY21** | **FY22** | **FY23** | **FY24** | **FY25** | **FY26** | **FY27E** | **FY28E** | **FY29E** |
| **Basic (INR)** | | | | | | | | | |
| **EPS** | **46.5** | **51.8** | **60.3** | **42.3** | **36.1** | **38.6** | **50.2** | **70.4** | **91.4** |
| Cash EPS | 127.7 | 129.2 | 139.7 | 128.9 | 127.1 | 137.8 | 156.4 | 182.5 | 209.3 |
| BV/Share | 4.1 | 32.5 | 53.3 | 62.7 | 106.0 | 120.9 | 149.2 | 196.8 | 257.4 |
| DPS | 14.0 | 20.7 | 21.0 | 16.7 | 25.0 | 17.5 | 21.9 | 29.9 | 36.9 |
| Payout (%) | 30.1 | 39.9 | 34.8 | 39.5 | 69.2 | 45.4 | 43.7 | 42.5 | 40.4 |
| **Valuation (x)** | | | | | | | | | |
| P/E | 38.6 | 34.6 | 29.8 | 42.5 | 49.7 | 46.6 | 35.8 | 25.5 | 19.7 |
| Cash P/E | 14.1 | 13.9 | 12.9 | 13.9 | 14.1 | 13.0 | 11.5 | 9.8 | 8.6 |
| P/BV | 443.3 | 55.2 | 33.7 | 28.7 | 16.9 | 14.8 | 12.0 | 9.1 | 7.0 |
| EV/Sales | 3.5 | 3.5 | 3.2 | 2.9 | 2.7 | 2.5 | 2.2 | 1.9 | 1.7 |
| EV/EBITDA | 13.9 | 13.7 | 13.1 | 14.2 | 13.9 | 13.0 | 11.2 | 9.5 | 8.1 |
| Dividend Yield (%) | 0.8 | 1.2 | 1.2 | 0.9 | 1.4 | 1.0 | 1.2 | 1.7 | 2.1 |
| FCF Per Share | 64.5 | 89.7 | 103.2 | 39.0 | 25.0 | 72.3 | 96.1 | 111.8 | 125.0 |
| **Return Ratios (%)** | | | | | | | | | |
| RoE | -227.9 | 283.3 | 140.6 | 72.9 | 42.8 | 34.0 | 37.2 | 40.7 | 40.2 |
| RoCE | 14.8 | 16.3 | 20.6 | 14.4 | 10.7 | 10.3 | 12.4 | 16.3 | 19.2 |
| RoIC | 20.2 | 21.3 | 28.5 | 20.0 | 15.6 | 13.9 | 17.9 | 24.7 | 32.1 |
| **Working Capital Ratios** | | | | | | | | | |
| Fixed Asset Turnover (x) | 1.1 | 1.0 | 0.9 | 0.9 | NA | NA | NA | NA | NA |
| Asset Turnover (x) | 1.5 | 1.7 | 1.8 | 1.7 | 1.6 | 1.7 | 2.0 | 2.2 | 2.2 |
| Inventory (Days) | 1 | 1 | 3 | 1 | 3 | 1 | 1 | 1 | 1 |
| Debtor (Days) | 56 | 56 | 56 | 65 | 64 | 61 | 60 | 59 | 58 |
| Creditor (Days) | 69 | 66 | 67 | 64 | 57 | 64 | 64 | 64 | 64 |
| **Leverage Ratio (x)** | | | | | | | | | |
| Current Ratio | 0.7 | 0.6 | 0.6 | 0.7 | 0.7 | 0.7 | 0.7 | 0.7 | 0.8 |
| Interest Cover Ratio | 4.6 | 5.6 | 4.8 | 2.7 | 2.6 | 2.6 | 3.4 | 5.1 | 6.9 |
| Net Debt/Equity | 69.9 | 7.3 | 3.7 | 4.9 | 3.5 | 3.2 | 2.2 | 1.3 | 0.7 |

| Consolidated - Cash Flow | | | | | | | | | (INRb) |
|---|---|---|---|---|---|---|---|---|---|
| **Y/E March** | **FY21** | **FY22** | **FY23** | **FY24** | **FY25** | **FY26** | **FY27E** | **FY28E** | **FY29E** |
| OP/(Loss) before Tax | 12.5 | 20.0 | 20.6 | 11.6 | 20.7 | 14.4 | 17.3 | 25.7 | 33.5 |
| Depreciation | 23.1 | 22.0 | 22.6 | 24.7 | 25.9 | 28.3 | 30.3 | 31.9 | 33.6 |
| Interest & Finance Charges | 4.2 | 3.6 | 4.3 | 8.3 | 6.0 | 4.6 | 5.6 | 4.2 | 2.1 |
| Direct Taxes Paid | -5.0 | 0.9 | -2.0 | -2.2 | -8.4 | -7.2 | -4.3 | -5.9 | -7.7 |
| (Inc)/Dec in WC | -5.5 | -4.7 | -0.6 | -11.0 | -10.1 | 2.5 | 4.5 | 4.9 | 5.1 |
| **CF from Operations** | **29.4** | **41.8** | **45.0** | **31.4** | **34.1** | **42.5** | **53.4** | **60.8** | **66.6** |
| Others | 2.4 | 0.2 | -1.1 | 0.5 | -5.0 | 2.3 | 1.1 | 0.0 | 0.0 |
| **CF from Operating incl EO** | **31.8** | **42.0** | **43.8** | **31.8** | **29.1** | **44.8** | **54.5** | **60.8** | **66.6** |
| (Inc)/Dec in FA | -13.4 | -16.5 | -14.4 | -20.7 | -22.0 | -24.2 | -27.1 | -28.9 | -31.0 |
| **Free Cash Flow** | **18.4** | **25.6** | **29.4** | **11.1** | **7.1** | **20.6** | **27.4** | **31.9** | **35.6** |
| (Pur)/Sale of Investments | -6.9 | 9.4 | -3.2 | -3.6 | 0.0 | 9.5 | 0.0 | 0.0 | 0.0 |
| Others | 0.3 | -1.9 | -0.8 | -2.1 | 0.2 | 0.1 | 1.3 | 1.7 | 3.0 |
| **CF from Investments** | **-20.0** | **-8.9** | **-18.4** | **-26.4** | **-21.8** | **-14.6** | **-25.8** | **-27.2** | **-28.0** |
| Issue of Shares | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Inc/(Dec) in Debt | -8.4 | -27.8 | -13.0 | 3.2 | 1.1 | -17.3 | -15.0 | -15.0 | -5.0 |
| Interest Paid | -2.5 | -2.5 | -3.5 | -5.3 | -5.6 | -5.0 | -7.0 | -5.9 | -5.1 |
| Dividend Paid | -1.1 | -4.0 | -5.9 | -6.0 | -4.8 | -7.1 | -5.0 | -6.3 | -8.5 |
| Others | 0.5 | -0.6 | 0.1 | -0.1 | 0.0 | -6.6 | -1.1 | 0.0 | 0.0 |
| **CF from Fin. Activity** | **-11.6** | **-34.9** | **-22.2** | **-8.2** | **-9.4** | **-36.0** | **-28.0** | **-27.1** | **-18.7** |
| **Inc/Dec of Cash** | **0.2** | **-1.8** | **3.2** | **-2.8** | **-2.0** | **-5.8** | **0.7** | **6.4** | **20.0** |
| Opening Balance | 9.1 | 9.3 | 7.4 | 10.6 | 11.5 | 17.6 | 11.8 | 12.5 | 18.9 |
| **Closing Balance** | **9.3** | **7.4** | **10.6** | **8.4** | **17.6** | **11.8** | **12.5** | **18.9** | **38.9** |

## N O T E S

| Explanation of Investment Rating | |
|---|---|
| **Investment Rating** | **Expected return (over 12-month)** |
| BUY | >=15% |
| SELL | < - 10% |
| NEUTRAL | < - 10 % to 15% |
| UNDER REVIEW | Rating may undergo a change |
| NOT RATED | We have forward looking estimates for the stock but we refrain from assigning recommendation |

*In case the recommendation given by the Research Analyst is inconsistent with the investment rating legend for a continuous period of 30 days, the Research Analyst shall be within following 30 days take appropriate measures to make the recommendation consistent with the investment rating legend.

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