Neutral



Tata Communications

Estimate change	\leftarrow
TP change	1
Rating change	\leftarrow

Bloomberg	TCOM IN
Equity Shares (m)	285
M.Cap.(INRb)/(USDb)	478.2 / 5.5
52-Week Range (INR)	2175 / 1586
1, 6, 12 Rel. Per (%)	0/-1/-11
12M Avg Val (INR M)	1000

Financials & Valuations (INR b)

	1	- 1	
Y/E March	FY24	FY25E	FY25E
Net Sales	209.7	231.1	246.8
EBITDA	42.3	46.3	52.8
Adj. PAT	12.0	10.1	15.6
EBITDA Margin (%)	20.2	20.0	21.4
Adj. EPS (INR)	42.3	35.3	54.8
EPS Gr. (%)	-30.0	-16.5	55.4
BV/Sh. (INR)	62.7	84.2	124.4
Ratios			
Net D:E	4.9	4.0	2.2
RoE (%)	72.9	48.0	52.5
RoCE (%)	14.4	11.8	15.4
Payout (%)	39.5	39.7	32.9
Valuations			
EV/EBITDA (x)	13.4	12.4	10.6
P/E (x)	39.7	47.6	30.6
P/BV (x)	26.8	19.9	13.5
Div. Yield (%)	1.0	0.8	1.1
FCF Yield (%)	2.0	2.9	4.6

Shareholding Pattern (%)

FII includes depository receipts

As On	Dec-24	Sep-24	Dec-23
Promoter	58.9	58.9	58.9
DII	13.7	13.5	12.1
FII	17.8	18.1	19.2
Others	9.7	9.6	9.8

TP: INR1,850 (+10%)

CMP: INR1,678

A mixed bag; Digital recovers, core connectivity weak

- Tata Communications (TCOM)'s 3Q results were a mixed bag as ~10% YoY revenue growth in the Digital portfolio was offset by continued weakness in core connectivity (-1% QoQ).
- TCOM's adjusted EBITDA margin improved ~150bp QoQ to 20% on account of the deconsolidation of lower-margin TCPSL and NetFoundry business and slightly lower losses in the Digital portfolio.
- TCOM's revenue and EBITDA were boosted by INR285m prior period revenue recognition. Adjusted revenue/EBITDA missed our estimates by ~3-4%, due to weaker growth in core connectivity.
- Management indicated that funnel additions remain robust, especially in the international business. However, order booking was relatively slower in 3Q (vs. 1HFY25) on account of elongated deal conversion cycle. Management maintained its ambition of doubling data revenue and improving EBITDA margins to 23-25% by FY27.
- We currently build in ~11% CAGR in TCOM's data revenue over FY24-27 and expect digital to account for ~51% of TCOM's data revenue (vs. ~47% in 3Q). An acceleration in digital revenue along with margin improvement remains the key for re-rating.
- We roll forward our estimates to Mar'27 and raise our SoTP-based TP to INR1,850. After the recent correction, the stock trades at ~10% premium to its LT average EV/EBITDA. We reiterate our Neutral rating and await consistency in growth before turning more constructive on the stock.

Data revenue up ~6% YoY (~2% miss); adj. EBITDA flat YoY (4% miss)

- Adj. consolidated revenue inched up modest ~2% QoQ (+3% YoY) to INR57.7b (~3% miss). TCOM recognized INR285m in other operating income pertaining to reversals from the prior period (vs. INR865m in 2Q).
- Data revenue at INR49b (2% miss) grew by 1% QoQ (+6% YoY), with core connectivity declining ~1% QoQ (+3% YoY), while the Digital portfolio grew ~4% QoQ (+10% YoY).
- Adjusted for FX benefits, the reported revenue growth would have been lower at ~2% YoY (flat QoQ).
- Adj. consol EBITDA rose ~11% QoQ (but flat YoY) to INR 11.5b (~4% miss), likely on account of weaker growth in the loss-making incubation business and deconsolidation of the lower-margin subsidiaries.
- Consolidated adjusted EBITDA margin improved 150bp QoQ (-65bp YoY) to 20% (15bp miss). Deconsolidation of TCPSL and NetFoundry boosted margin by ~40bp.
- Reported Consol PAT at INR2.4b inched up ~4% QoQ (19% miss).
- Adjusted PAT (including losses from assets held for sale) declined ~4% YoY to INR2.2b (24% miss) due to lower EBITDA and a higher tax rate.
- Net debt was stable QoQ at INR105b despite adverse FX and TCPSL's deconsolidation impact.

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- Committed capex further inched up to INR7.5b in 3Q (vs. INR10.2b in 1H), while cash capex was up ~9% QoQ at INR4.9b.
- Reported FCF improved sharply to INR8.4b (vs. outflows of INR5.8b in 1H).
- Reported RoCE (annualized) declined further to 16.0% from 16.4% in 2QFY25.

Key takeaways from the management interaction

- **Demand outlook:** Management indicated that funnel additions remained robust, especially in the international markets, with the large deals funnel growing 50% YoY. However, the pace of order-booking was slower in 3Q (as compared to 1HFY25) as the large deal conversion cycle remains elongated.
- Benefits of improvement in discretionary spending: Management noted that improvement in discretionary (IT) spending does not necessarily correlate to the demand drivers for network investments, which account for ~60% of TCOM's portfolio. However, it expects an improvement in discretionary spending to benefit TCOM's interaction and IoT businesses.
- **Doubling of data revenue:** Management indicated that FY27 revenue ambition was predicated on the Enterprise's rising needs for network fabric. However, adverse macroeconomic factors were not considered in its guidance of doubling data revenue to INR280b by FY27. TCOM continues to invest in people and capabilities to meet the ambition of doubling data revenue by FY27.
- Margin improvement: TCOM continues to aim for improving margins to the 23-25% range by FY27. Management noted that growth acceleration in digital portfolios remains the key lever for margin improvement.
- **FX and one-off impacts:** Adjusted for the boost from rupee depreciation, TCOM's revenue growth would have been even lower at 1.8% YoY (+0.2% QoQ). Further, the deconsolidation of TCPSL and Net Foundry adversely impacted the topline by INR360m but boosted the EBITDA margin by ~40bp.

Valuation and view

- We currently model ~18% CAGR in digital revenue over FY24-27 and expect digital to account for ~51% of TCOM's data revenue (vs. ~47% in 3Q). An acceleration in digital revenue remains key for re-rating.
- We cut our FY25-27E revenue by ~1% and build in ~11% data revenue CAGR over FY24-27, with data revenue reaching INR236b by FY27 (vs. TCOM's ambition of INR280b). We believe TCOM's ambition of doubling data revenue by FY27 remains a tall ask without further acquisitions.
- We lower our FY25-26E EBITDA by ~1% each as the cut in revenue is offset by a slight improvement in margin. We now assume the FY27 EBITDA margin at ~22.6%. However, with a rising share of inherently lower-margin businesses in TCOM's mix, we believe that margin expansion to 23-25% by FY27 could be difficult.
- We ascribe 10X EV/EBITDA to TCOM's data business and 5X EV/EBITDA to voice and other businesses. We ascribe an INR27b (or INR95/share) valuation to TCOM's 26% stake in STT data centers. We roll forward our estimates to Mar'27 and raise our SoTP-based TP to INR1,850. After the recent correction, the stock now trades at ~10% premium to its LT average EV/EBITDA. Reiterate Neutral.

Y/E March		FY2	4			FY2	5E		FY24	FY25E	FY25E	Est
•	1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q		-	2QE	Var (%)
Revenue	47.7	48.7	56.3	56.9	56.3	56.4	57.7	59.1	209.7	231.1	59.5	-3
YoY Change (%)	10.7	10.0	24.4	24.6	18.1	15.8	2.4	3.8	17.5	10.2	5.6	
Total Expenditure	37.5	38.6	45.0	46.4	45.1	46.0	46.2	47.0	167.4	184.8	47.5	-3
EBITDA	10.2	10.2	11.3	10.6	11.2	10.4	11.5	12.1	42.3	46.3	12.0	-4
YoY Change (%)	-4.9	-10.1	5.3	2.1	9.8	2.7	1.6	14.2	-2.0	9.4	5.6	
Depreciation	5.8	6.1	6.2	6.7	6.5	6.5	6.4	6.7	24.7	26.1	6.6	-4
Interest	1.3	1.4	1.9	1.9	1.7	1.9	1.9	1.9	6.4	7.4	1.9	-2
Other Income	1.9	0.3	0.1	0.6	0.3	0.1	0.3	0.3	2.8	1.0	0.3	4
PBT Before EO Expense	5.0	3.0	3.4	2.6	3.3	2.2	3.6	3.8	14.0	13.7	3.7	-4
Exceptional (gain)/loss	0.0	0.0	1.9	0.5	-0.9	-1.3	0.0	0.0	2.4	-1.1	0.0	
PBT	5.0	3.0	1.5	2.1	4.2	3.4	3.6	3.8	11.6	14.9	3.7	-4
Tax	1.3	0.8	1.1	-1.1	0.9	1.0	1.3	0.8	2.1	4.0	0.8	
Rate (%)	25.9	26.1	73.8	-52.4	20.8	28.3	35.3	22.5	18.4	26.6	22.5	
MI & P/L of Asso. Cos.	-0.1	0.0	0.0	-0.1	0.0	0.2	0.1	-0.1	-0.2	-0.3	0.0	
Reported PAT	3.8	2.2	0.4	3.2	3.3	2.3	2.2	3.0	9.7	11.2	2.9	-24
Adj PAT	3.8	2.2	2.3	3.7	2.5	1.0	2.2	3.0	12.0	8.7	2.9	-24

-34.9

-55.8

-3.5

-18.9

-30.0

-27.8

26.8

YoY Change (%) E: MOFSL Estimates -30.2

-51.5

-41.5

14.5

Consolidated performance	3QFY24	2QFY25	3QFY25	YoY	QoQ	3QFY25E	vs. est.
Revenue	55,878	56,414	57,696	3.3	2.3	59,493	(3.0)
Network costs	(22,775)	(24,600)	(25,134)	10.4	2.2	(26,469)	(5.0)
Staff cost	(11,363)	(11,748)	(11,240)	(1.1)	(4.3)	(15,102)	(25.6)
Operating and other expenses	(10,209)	(9,637)	(9,797)	(4.0)	1.7	(5,946)	64.8
Total expenditure	(44,347)	(45,985)	(46,171)	4.1	0.4	(47,517)	(2.8)
EBITDA	11,531	10,429	11,524	(0.1)	10.5	11,975	(3.8)
Depreciation and amortization	(6,030)	(6,482)	(6,371)	5.7	(1.7)	(6,628)	(3.9)
EBIT	5,501	3,948	5,153	(6.3)	30.5	5,347	(3.6)
Other income	70	100	287	310.4	188.5	275	4.5
Interest expense	(1,845)	(1,894)	(1,869)	1.3	(1.3)	(1,900)	(1.6)
PBT	3,726	2,153	3,571	(4.2)	65.9	3,722	(4.1)
Income tax	(1,135)	(976)	(1,262)	11.2	29.3	(838)	50.7
PAT before exceptional items	2,592	1,177	2,309	(10.9)	96.3	2,885	(19.9)
Exceptional items	(1,855)	1,294	136			_	
PAT after exceptional items	736	2,470	2,445	232.1	(1.0)	2,885	(15.2)
Minority interest	(336)	(238)	(208)	(38)	(13)	(20)	939
Share of associates/JVs	48	40	122	156	206	55	122
Reported net income	448	2,272	2,360	426.6	3.8	2,920	(19.2)
Adjusted net income	2,303	979	2,224	(3.5)	127.2	2,920	(23.8)
Adjusted EPS (INR/share)	8.1	3.4	7.8	(3.5)	127.2	10.2	(23.8)
Margins (%)							
EBITDA	20.6	18.5	20.0	(66)bps	149 bps	20.1	(15)bps
EBIT	9.8	7.0	8.9	(91)bps	193 bps	9.0	(6)bps
РВТ	6.7	3.8	6.2	(48)bps	237 bps	6.3	(7)bps
Adjusted PAT	4.1	1.7	3.9	(27)bps	212 bps	4.9	(105)bps

E: MOFSL Estimates

3 22 January 2025

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Segmental details: Data revenue up ~6% YoY driven by ~10% YoY growth in the Digital portfolio

Data segment:

- Revenue at INR49b (+1% QoQ, +6% YoY) came in ~2% below our estimates.
- Core-connectivity revenue declined ~1% QoQ to INR25.9b (+3% YoY, 2% miss) on account of weaker Enterprise business (-4% QoQ, flat YoY).
- ➤ Digital portfolio revenue was up 4% QoQ (+10% YoY) to INR23.1b (~3% miss) due to weaker Incubation (-21% QoQ, 21% miss) and Media (-2% YoY, 8% below). However, growth recovered in Cloud services (+13% YoY) and Next Gen connectivity (+9% YoY).
- Data EBITDA at INR9.4b (+7% QoQ, -2% YoY) was ~1% below our estimate. EBITDA margin inched up 100bp QoQ (-165bp YoY, in line) as lower growth in the higher margin core-connectivity business was likely offset by weaker growth in the highly loss-making Incubation portfolio and seasonal improvement in Kaleyra's profitability.
- Voice: Its revenue at INR4.1b (in line) declined ~4% QoQ (and -3% YoY), while EBITDA was up 1% QoQ (-4% YoY) to INR483m (8% beat). Its margin expanded ~50bp QoQ to 11.8% (~5bp beat).

Others:

- The Campaign Registry (TCR) revenue was up by ~8% QoQ to INR1.7b (4% beat), while EBITDA rose ~12% QoQ to INR1.3b (9% beat), as margin improved further ~275bp QoQ to ~78%.
- TCTSL's revenue declined further ~2% QoQ (-31% YoY on the exit of an unprofitable contract), and EBITDA declined sharply by ~31% QoQ to ~INR215m (41% miss).

Exhibit 1: Segmental results

	3QFY24	2QFY25	3QFY25	YoY (%)	QoQ (%)	3QFY25E	vs. est
Segmental gross revenue (INR m)		-				·	
Gross revenue	56,333	57,674	57,981	2.9	0.5	59,493	(2.5)
Voice	4,231	4,255	4,105	(3.0)	(3.5)	4,075	0.7
Data	46,180	48,342	49,032	6.2	1.4	50,230	(2.4)
Core connectivity	25,186	26,133	25,903	2.8	(0.9)	26,455	(2.1)
Digital portfolio	20,994	22,209	23,130	10.2	4.1	23,776	(2.7)
Digital platforms and services	19,801	20,353	21,661	9.4	6.4	21,910	(1.1)
Incubation services	1,193	1,856	1,468	23.1	(20.9)	1,866	(21.3)
Others	5,921	5,077	4,843	(18.2)	(4.6)	5,187	(6.6)
Rentals	565	569	577	2.2	1.5	550	4.9
TCTSL	3,689	2,604	2,561	(30.6)	(1.6)	2,669	(4.0)
TCPSL	403	320	-	(100.0)	(100.0)	333	(100.0)
TCR	1,265	1,584	1,705	34.8	7.6	1,635	4.3
Segmental net revenue (INR m)							
Net revenue	32,271	33,381	33,343	3.3	(0.1)	34,398	(3.1)
Voice	1,031	957	981	(4.9)	2.5	917	7.0
Data	28,967	29,472	29,453	1.7	(0.1)	30,432	(3.2)
Core connectivity	20,433	21,141	20,902	2.3	(1.1)	21,402	(2.3)
Digital portfolio	8,535	8,331	8,551	0.2	2.6	9,031	(5.3)
Others	2,273	2,952	2,908	28.0	(1.5)	3,048	(4.6)
Rentals	561	568	576	2.8	1.5	550	4.8
TCTSL	474	834	788	66.2	(5.5)	907	(13.2)
TCPSL	130	119	-	(100.0)	(100.0)	119	(100.0)
TCR	1,108	1,431	1,544	39.3	7.8	1,472	4.9
Segmental EBITDA (INR m)						·	
EBITDA	11,343	11,170	11,810	4.1	5.7	11,975	(1.4)
Voice	501	478	483	(3.7)	1.0	448	7.7
Data	9,628	8,801	9,413	(2.2)	7.0	9,551	(1.4)
Others	1,214	1,891	1,913	57.6	1.2	1,976	(3.2)
Rentals	354	348	364	3.0	4.7	350	4.0
TCTSL	13	312	215	1,603.4	(30.9)	365	(41.1)
TCPSL	38	36	-	(100.0)	(100.0)	35	(100.0)
TCR	810	1,196	1,334	64.6	11.5	1,226	8.8
Segmental EBITDA margin (%)							
EBITDA margin	20.1	19.4	20.4	23 bps	100 bps	20.1	24 bps
Voice	11.8	11.2	11.8	(8)bps	53 bps	11.0	76 bps
Data	20.8	18.2	19.2	(165)bps	99 bps	19.0	18 bps
Others	20.5	37.3	39.5	1,900 bps	226 bps	38.1	141 bps
Rentals	63	61	63	47 bps	196 bps	64	(55)bps
TCTSL	0.3	12.0	8.4	806 bps	(356)bps	13.7	(528)bps
TCPSL	9.4	11.2				10.4	
TCR	64.1	75.5	78.2	1,418 bps	276 bps	75.0	324 bps

Exhibit 2: Revenue build-up for TCOM

	1QFY24	2QFY24	3QFY24	4QFY24	1QFY25	2QFY25	3QFY25	YoY	QoQ
Data revenue – geographical mix	39.1	39.9	46.2	46.6	46.9	48.3	49.0	6.2	1.4
India	19.1	19.4	19.4	19.3	20.4	20.5	20.6	6.1	0.0
Rest of World	20.1	20.6	26.8	27.2	26.6	27.8	28.5	6.3	2.5
Gross revenue by currency	47.7	48.7	56.3	56.9	56.3	57.7	58.0	2.9	0.5
INR	20.0	20.8	20.2	20.1	21.6	21.9	21.9	8.4	0.1
Others	27.7	27.9	36.1	36.8	34.7	35.8	36.1	(0.1)	0.8
Data revenue customer mix	39.1	39.9	46.2	46.6	46.9	48.3	49.0	6.2	1.4
Service Providers	8.8	8.8	8.8	8.6	10.7	11.4	11.8	34.0	3.3
Enterprise	30.3	31.1	37.4	38.0	36.3	36.9	37.2	(0.4)	0.9
Data revenue segment mix	39.1	39.9	46.2	46.6	46.9	48.3	49.0	6.2	1.4
Core-connectivity	25.0	25.4	25.2	25.7	25.5	26.1	25.9	2.8	(0.9)
Digital portfolio	14.1	14.6	21.0	20.8	21.4	22.2	23.1	10.2	4.1
Digital Platforms and Services	13.0	13.4	19.8	19.7	20.0	20.4	21.7	9.4	6.4
Incubation services	1.1	1.2	1.2	1.2	1.4	1.9	1.5	23.1	(20.9)
Core connectivity customer mix	25.0	25.4	25.2	25.7	25.5	26.1	25.9	2.8	(0.9)
Service Providers	7.9	7.9	8.0	7.8	8.0	8.2	8.7	8.7	5.4
Enterprise	17.1	17.5	17.2	17.9	17.5	17.9	17.3	0.2	(3.8)
Digital Platforms and services segment mix	13.0	13.4	19.8	19.7	20.0	20.4	21.7	9.4	6.4
Collaboration & CPaaS	4.4	4.1	10.5	10.5	10.4	11.1	11.8	11.7	5.7
Cloud, Hosting and Security	3.8	4.2	3.8	4.0	4.2	4.2	4.3	12.5	4.1
Next Gen Connectivity (IZO & SDWAN)	1.8	2.0	2.3	2.1	2.1	2.2	2.5	9.2	14.4
Media Services	3.0	3.1	3.1	3.1	3.4	2.9	3.1	(2.0)	6.7

Source: MOFSL, Company

Exhibit 3: We ascribe a TP of INR1,850 to TCOM

	Mar'27E	EV/EBITDA	Enterp	rise Value
	EBITDA (INR b)	(x)	INR b	INR/share
Data	55.5	10.0	555	1,949
Voice and other businesses	4.0	5.0	20	69
Value of 26% stake in the data center			27	95
Enterprise value			602	2,113
Consolidated debt			79	278
Net equity value			523	1,836
Rounded fair value, including dividend				1,850
% Upside (Downside)				10%
CMP (INR)				1,678

Source: MOFSL, Company

Exhibit 4: Summary of our estimate revisions

Exhibit 4. Summary of our estimate revisions			
	FY25E	FY26E	FY27E
Global Voice revenue (INR b)			
Old	16.5	14.6	13.0
Actual/New	16.5	14.6	13.1
Change (%)	0.2	0.5	0.5
Global Data revenue (INR b)			
Old	202.4	220.9	238.2
Actual/New	201.0	219.0	236.1
Change (%)	-0.7	-0.9	-0.9
Consolidated revenue (INR b)			
Old	233.3	249.3	265.9
Actual/New	231.1	246.8	263.1
Change (%)	-1.0	-1.0	-1.0
Consolidated EBITDA (INR b)			
Old	46.7	53.2	59.3
Actual/New	46.3	52.8	59.5
Change (%)	-0.9	-0.8	0.3
Voice EBITDA (INR b)			
Old	1.8	1.6	1.4
Actual/New	1.9	1.6	1.5
Change (%)	3.6	2.8	2.8
Data EBITDA (INR b)			
Old	41.9	48.0	54.1
Actual/New	41.9	48.6	55.5
Change (%)	0.0	1.4	2.6
EBITDA margin (%)			
Old	20.0	21.3	22.3
Actual/New	20.0	21.4	22.6
Change (%)	2bps	4bps	30bps
PAT (INR m)			
Old	10.4	15.9	20.9
Actual/New	10.1	15.6	21.0
Change (%)	-3.6	-2.0	0.7

Source: MOFSL, Company

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Key takeaways from the management interaction

- Demand outlook: Management indicated that funnel additions remain robust, especially in the international markets, with large deals funnel growing 50% YoY. However, the pace of order-booking was slower in 3Q (as compared to 1HFY25) as the large deal conversion cycle remains elongated.
- Benefits of improvement in discretionary spending: Management noted that improvement in discretionary (IT) spending does not necessarily correlate to the demand drivers for network investments, which account for ~60% of TCOM's portfolio. However, it expects an improvement in discretionary spending to benefit TCOM's interaction and IoT businesses.
- **Doubling of data revenue:** Management indicated that FY27 revenue ambition was predicated on the Enterprise's rising needs for network fabric. However, adverse macroeconomic factors were not considered in its guidance of doubling data revenue to INR280b by FY27. TCOM continues to invest in people and capabilities to meet the ambition of doubling data revenue by FY27.
- Margin improvement: TCOM continues to aim to improve margins to the 23-25% range by FY27. Management noted that growth acceleration in digital portfolios remains the key lever for margin improvement.
- FX and one-off impacts: Adjusted for the boost from rupee depreciation, TCOM's revenue growth would have been even lower at 1.8% YoY (+0.2% QoQ). Further, the deconsolidation of TCPSL and Net Foundry adversely impacted revenue by INR360m but boosted EBITDA margin by ~40bp.
- AI: TCOM has launched GPU as a service for customers recently and expects to launch AI Studio, which will have platform capability on top of the GPU in 4Q.
- Core-connectivity: TCOM's core-connectivity growth has been impacted by cable cuts, pricing erosion, and churn in FY25. With cable repairs done, management expects to win customers back and deliver an uptick in growth.
- Land monetization: TCOM has secured the necessary approvals for the monetization of the land parcel to STT and expects to close the transaction worth INR8.5b in 4QFY25. Further, management continues to work on resolving land titles and other legacy issues for additional monetization opportunities.

Story in charts

Exhibit 5: Adj. consol revenue rose 2% QoQ (+3% YoY), EBITDA margin expanded ~150bp QoQ

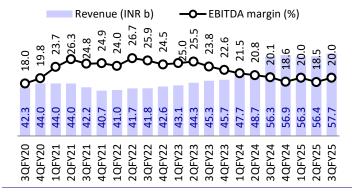


Exhibit 6: Data revenue up ~6% YoY, margin expanded 100bp QoQ

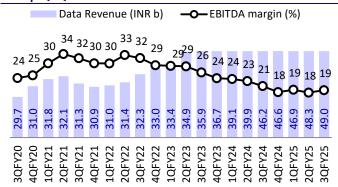


Exhibit 7: Voice revenue declined 3.5% QoQ, margin up 50bp QoQ

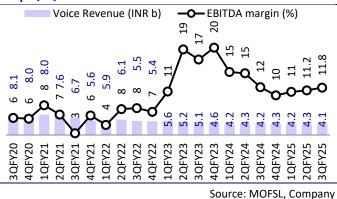


Exhibit 8: Digital portfolio up ~10% YoY on account of growth recovery in most of the key segments

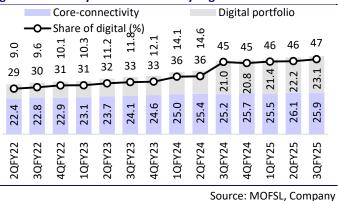
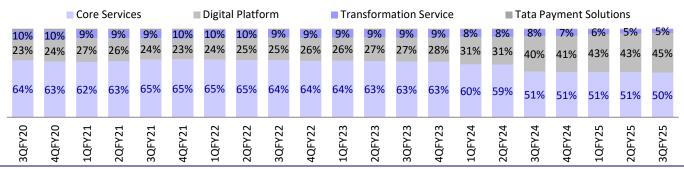
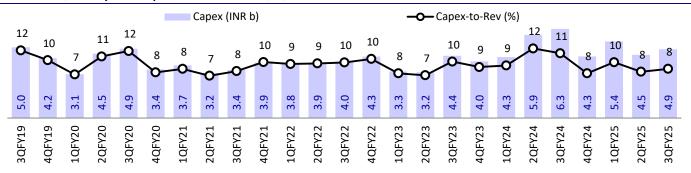


Exhibit 9: Revenue contribution from various segments; share of DPS in the mix inched up to ~45% in 3Q



*Revised as per the new reporting structure; Source: MOFSL, Company

Exhibit 10: Quarterly cash capex increased ~9% QoQ to INR4.9b



Source: MOFSL, Company

Exhibit 11: TCOM's average cost per employee declined 2% QoQ, headcount reduced further by 290 FTEs QoQ

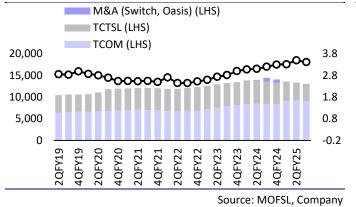
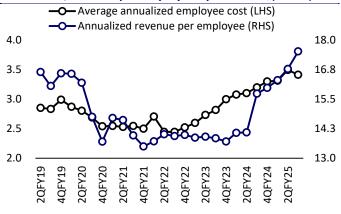


Exhibit 12: TCOM's annual cost per employee down 2% QoQ to INR3.4m, revenue per employee up ~4% QoQ (INR m)



Source: MOFSL, Company

Exhibit 13: With Kaleyra acquisition, TCOM's gross revenue surpassed Bharti's Enterprise, but TCOM's growth weaker

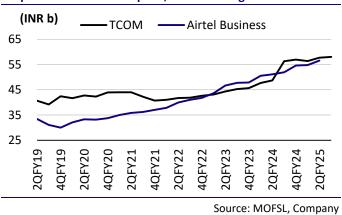


Exhibit 14: Bharti's Enterprise business EBITDA margin is significantly ahead of TCOM's

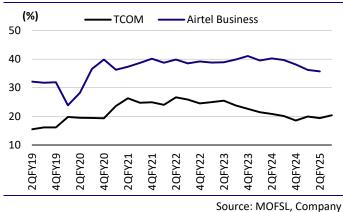
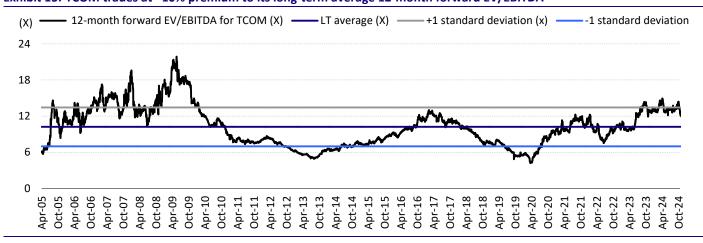


Exhibit 15: TCOM trades at ~10% premium to its long-term average 12-month forward EV/EBITDA



Source: MOFSL, Company

Consolidated - Income Statement									(INRb)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Total Income from Operations	165.2	170.7	171.0	167.2	178.4	209.7	231.1	246.8	263.1
Change (%)	-1.5	3.3	0.2	-2.2	6.7	17.5	10.2	6.8	6.6
Network Cost	71.6	67.8	63.3	62.0	63.8	80.9	86.6	91.3	96.0
Staff Cost	29.6	30.4	30.5	30.4	36.0	44.5	48.8	51.6	54.5
Operating & Other Expense	36.6	39.6	34.6	32.6	35.5	42.0	49.4	51.1	53.1
Total Expenditure	137.8	137.8	128.4	125.0	135.2	167.4	184.8	194.0	203.6
% of Sales	83.4	80.7	75.1	74.7	75.8	79.8	80.0	78.6	77.4
EBITDA	27.4	32.9	42.6	42.3	43.2	42.3	46.3	52.8	59.5
Margin (%)	16.6	19.3	24.9	25.3	24.2	20.2	20.0	21.4	22.6
Depreciation	20.7	23.6	23.1	22.0	22.6	24.7	26.1	27.5	28.6
EBIT	6.8	9.3	19.5	20.2	20.6	17.6	20.1	25.3	30. 9
Int. and Finance Charges	4.0	4.7	4.2	3.6	4.3	6.4	7.4	6.8	6.1
Other Income	0.6	0.7	1.6	3.3	3.6	2.8	1.0	1.5	2.0
PBT bef. EO Exp.	3.4	5.3	16.8	19.9	19.9	14.0	13.7	19.9	26.8
EO Items	0.0	-3.9	-0.7	0.1	0.8	-2.4	1.1	0.0	0.0
PBT after EO Exp.	3.4	1.4	16.1	20.0	20.6	11.6	14.9	19.9	26.8
Total Tax	2.7	2.3	3.5	5.2	3.0	2.1	4.0	4.5	6.0
Tax Rate (%)	80	162	22	26	14	18	27	23	23
Minority Interest	1.5	0.0	0.0	0.0	-0.3	-0.2	-0.3	-0.2	-0.2
Reported PAT	-0.8	-0.9	12.5	14.8	18.0	9.7	11.2	15.6	21.0
Adjusted PAT	-0.6	3.0	13.3	14.8	17.2	12.0	10.1	15.6	21.0
Change (%)	-288.6	-582.2	340.2	11.5	16.4	-30.0	-16.5	55.4	34.4
Margin (%)	-0.4	1.8	7.8	8.8	9.6	5.7	4.4	6.3	8.0
Consolidated - Balance Sheet									(INRb)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Equity Share Capital	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9	2.9
Total Reserves	-4.7	-15.6	-1.7	6.4	12.3	15.0	21.2	32.6	48.3
Net Worth	-1.8	-12.8	1.2	9.3	15.2	17.9	24.0	35.5	51.1
Minority Interest	0.1	0.0	0.3	0.3	0.3	0.0	0.0	0.0	0.0
Total Loans	106.8	81.6	98.0	79.0	75.3	101.2	96.2	91.2	76.2
Lease Liabilities	0.0	39.9	14.4	12.2	10.4	11.5	11.5	11.5	11.5
Deferred Tax Liabilities	-0.9	-2.5	-2.8	-1.9	-3.2	-5.2	-6.0	-6.0	-6.0
Capital Employed	104.2	106.3	111.0	98.9	98.0	125.3	125.7	132.2	132.8
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Gross Block	116.6	129.1	151.3	170.4	190.3	226.9	0.0	0.0	0.0
Less: Accum. Deprn.	5.0	28.6	51.7	73.8	96.4	121.1	0.0	0.0	0.0
Net Fixed Assets	111.6	100.5	99.6	96.6	93.9	105.8	112.6	108.6	105.0
Right to Use Assets	0.0	16.0	13.3	11.5	10.0	11.0	0.0	0.0	0.0
Goodwill on Consolidation	0.9	0.9	1.1	1.1	1.2	17.8	17.8	17.8	17.8
Capital WIP	4.1	4.5	6.1	8.7	11.5	13.3	13.3	13.3	13.3
Total Investments	14.9	15.6	22.3	15.7	19.5	16.1	14.6	14.6	14.6
	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 87.5 96.5 Curr. Assets, Loans & Adv. **67.2** 72.0 67.8 61.0 66.0 74.4 72.1 0.8 Inventory 0.8 0.7 0.3 0.4 1.6 8.0 0.8 0.8 **Account Receivables** 29.7 32.3 26.1 25.8 27.4 37.6 42.4 45.3 48.3 Cash and Bank Balance 8.5 9.1 9.3 7.4 10.6 8.4 12.1 23.5 28.3 Loans and Advances 28.2 29.9 32.1 27.3 26.4 27.6 16.7 17.9 19.1 Curr. Liability & Prov. 94.4 103.2 99.3 95.6 103.9 113.1 104.7 109.6 114.3 36.9 30.1 43.3 **Account Payables** 38.4 32.4 32.8 36.6 38.0 40.6 Other Current Liabilities 51.5 57.3 60.0 57.9 62.7 67.3 56.6 58.3 59.7 **Provisions** 6.0 7.5 6.9 7.7 8.5 9.3 10.2 10.8 11.4 **Net Current Assets** -27.2 -31.2 -31.5 -34.6 -37.9 -38.7 -32.6 -22.1 -17.8 **Appl. of Funds** 104.2 106.3 111.0 98.9 98.0 125.3 125.7 132.2 132.8

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Financials and valuations

Ratios									
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
Basic (INR)									
EPS	-2.2	10.6	46.5	51.8	60.3	42.3	35.3	54.8	73.7
Cash EPS	70.4	93.3	127.7	129.2	139.7	128.9	127.0	151.4	174.0
BV/Share	-6.4	-44.9	4.1	32.5	53.3	62.7	84.2	124.4	179.4
DPS	4.5	4.0	14.0	20.7	21.0	16.7	14.0	18.0	29.3
Payout (%)	-205.4	37.9	30.1	39.9	34.8	39.5	39.7	32.9	39.8
Valuation (x)									
P/E	-765.9	158.8	36.1	32.4	27.8	39.7	47.6	30.6	22.8
Cash P/E	23.8	18.0	13.1	13.0	12.0	13.0	13.2	11.1	9.6
P/BV	-263.0	-37.4	414.2	51.6	31.5	26.8	19.9	13.5	9.4
EV/Sales	3.4	3.4	3.3	3.3	3.0	2.7	2.5	2.3	2.0
EV/EBITDA	20.5	17.5	13.1	12.9	12.4	13.4	12.4	10.6	9.0
Dividend Yield (%)	0.3	0.2	0.8	1.2	1.3	1.0	0.8	1.1	1.7
FCF Per Share	-27.1	36.5	64.5	89.7	103.2	39.0	59.1	90.2	101.6
Return Ratios (%)									
RoE	-39.3	-41.2	-227.9	283.3	140.6	72.9	48.0	52.5	48.5
RoCE	1.5	-5.8	14.8	16.3	20.6	14.4	11.8	15.4	18.4
RoIC	1.9	-7.5	20.2	21.3	28.5	20.0	17.1	23.5	30.4
Working Capital Ratios									
Fixed Asset Turnover (x)	1.4	1.3	1.1	1.0	0.9	0.9	NA	NA	NA
Asset Turnover (x)	1.6	1.6	1.5	1.7	1.8	1.7	1.8	1.9	2.0
Inventory (Days)	2	2	1	1	3	1	1	1	1
Debtor (Days)	66	69	56	56	56	65	67	67	67
Creditor (Days)	81	82	69	66	67	64	60	60	60
Leverage Ratio (x)									
Current Ratio	0.7	0.7	0.7	0.6	0.6	0.7	0.7	0.8	0.8
Interest Cover Ratio	1.7	2.0	4.6	5.6	4.8	2.7	2.7	3.7	5.1
Net Debt/Equity	-45.9	-7.6	69.9	7.3	3.7	4.9	4.0	2.2	1.2
Consolidated - Cash Flow									(INRb)
Y/E March	FY19	FY20	FY21	FY22	FY23	FY24	FY25E	FY26E	FY27E
OP/(Loss) before Tax	3.4	-0.8	12.5	20.0	20.6	11.6	14.9	19.9	26.8
Depreciation	20.7	23.6	23.1	22.0	22.6	24.7	26.1	27.5	28.6
Interest & Finance Charges	4.0	4.7	4.2	3.6	4.3	8.3	6.4	5.3	4.1
Direct Taxes Paid	-2.7	-2.8	-5.0	0.9	-2.0	-2.2	-4.0	-4.5	-6.0
(Inc)/Dec in WC	-3.3	-2.5	-5.5	-4.7	-0.6	-11.0	-4.7	0.9	0.5
CF from Operations	22.0	22.1	29.4	41.8	45.0	31.4	38.8	49.2	54.0
Others	-6.6	3.1	2.4	0.2	-1.1	0.5	0.0	0.0	0.0
CF from Operating incl EO	15.4	25.2	31.8	42.0	43.8	31.8	38.8	49.2	54.0
(Inc)/Dec in FA	-23.2	-14.9	-13.4	-16.5	-14.4	-20.7	-22.0	-23.4	-25.0
Free Cash Flow	-23.2 - 7.7	10.4	18.4	25.6	29.4	11.1	16.8	25.7	29.0
(Pur)/Sale of Investments	-2.4	-0.5	-6.9	9.4	-3.2	-3.6	0.0	0.0	0.0
Others	-0.3	0.0	0.3	-1.9	-0.8	-2.1	1.0	1.5	2.0
CF from Investments	-0.3 - 25.8	- 15.3	- 20.0	-8.9	-18.4	-26.4	- 21.0	-22.0	-23.0
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	11.4	-4.0	-8.4	-27.8	-13.0	3.2	-5.0	-5.0	-15.0
Interest Paid	-4.0	-3.9	-8.4	-27.8	-3.5	-5.3	-5.0 -7.4	-5.0 -6.8	-6.1
Dividend Paid	0.0	-3.9	-2.5 -1.1	-2.5 -4.0	-3.5 -5.9	-5.3 -6.0	-7.4 -4.8	-6.8 -4.0	
									-5.1
Others CE from Fin Activity	-1.5	0.0	0.5	-0.6	0.1	-0.1	0.0	0.0	0.0
CF from Fin. Activity	6.0	-9.4	-11.6	-34.9	-22.2	-8.2	-17.2	-15.8	-26.2
Opening Palance	-4.4 13.0	0.6	0.2	-1.8	3.2 7.4	-2.8 10.6	0.7	11.4	4.8
Opening Balance		8.5	9.1	9.3	7.4	10.6	11.5	12.1	23.5
Closing Balance	8.5	9.1	9.3	7.4	10.6	8.4	12.1	23.5	28.3

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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	

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