

TATA COMMUNICATIONS

Tata Communications

Taking You Farther™

CORPORATE

13 FEB 2008



Our Market Environment

Globalization

Web 2.0

India & China



CORPORATE



Our Strengths

India Enablement

- #1 International and Enterprise data services in India
- Relationships with Top 2000 enterprises in India including Fortune 500 companies
- Best connectivity to India and expanded reach within

Global Submarine & IP Reach

- Owned cable network across the globe: \$1Bn investment
- Tier-1 Global IP Network and leading ISP in India
- Unique assets and connectivity in Asia, Middle East, Africa

Integrated Wholesale Services

- #1 wholesale international voice provider
- Suite of voice, data, IP, signaling and outsourcing services
- Over 1500 carrier relationships including 600+ mobile operators



Our Vision, Commitment and Strategy

Vision

Deliver a new world of communications to advance the reach and leadership of our customers.

Commitment

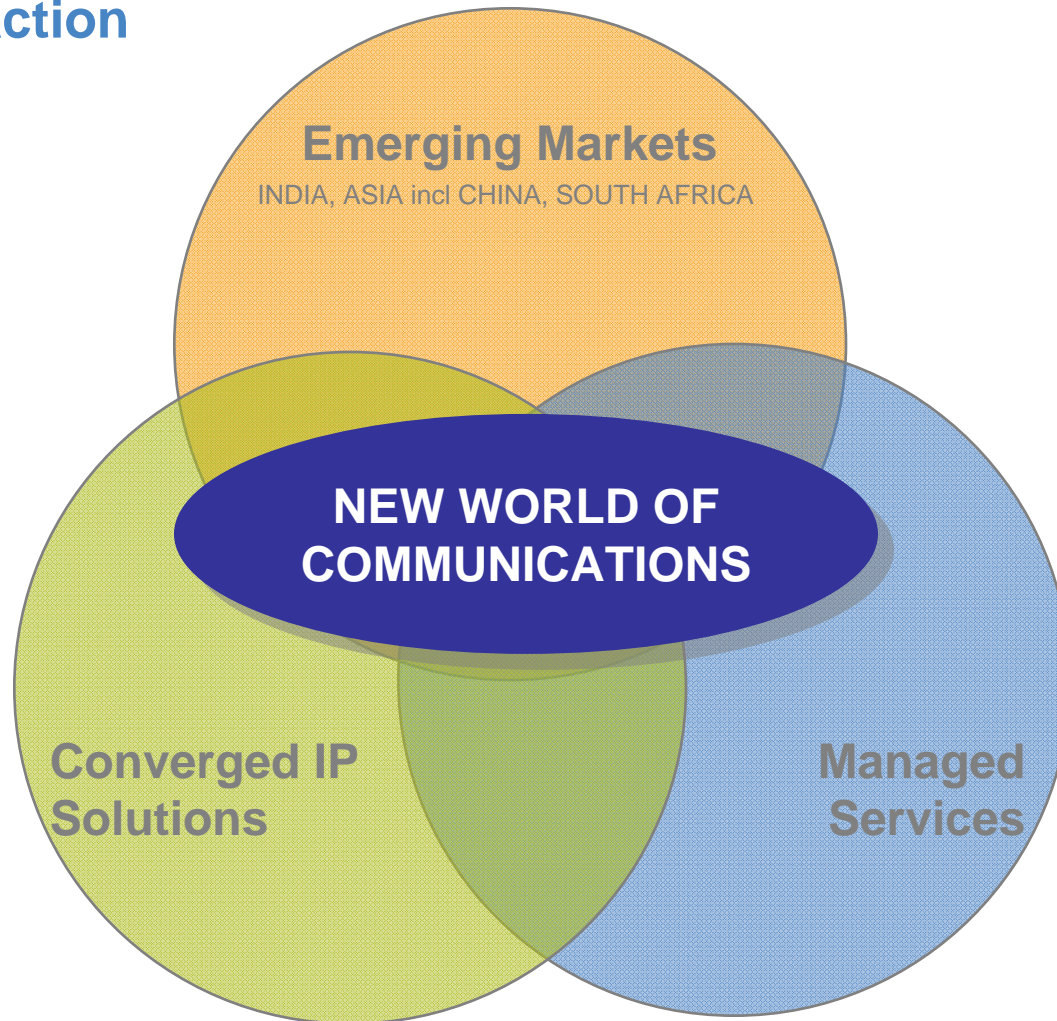
Invest in building long-lasting relationships with customers and partners and lead the industry in responsiveness and flexibility.

Strategy

Build leading edge IP-leveraged solutions advanced by our unmatched global infrastructure and leadership in emerging markets.

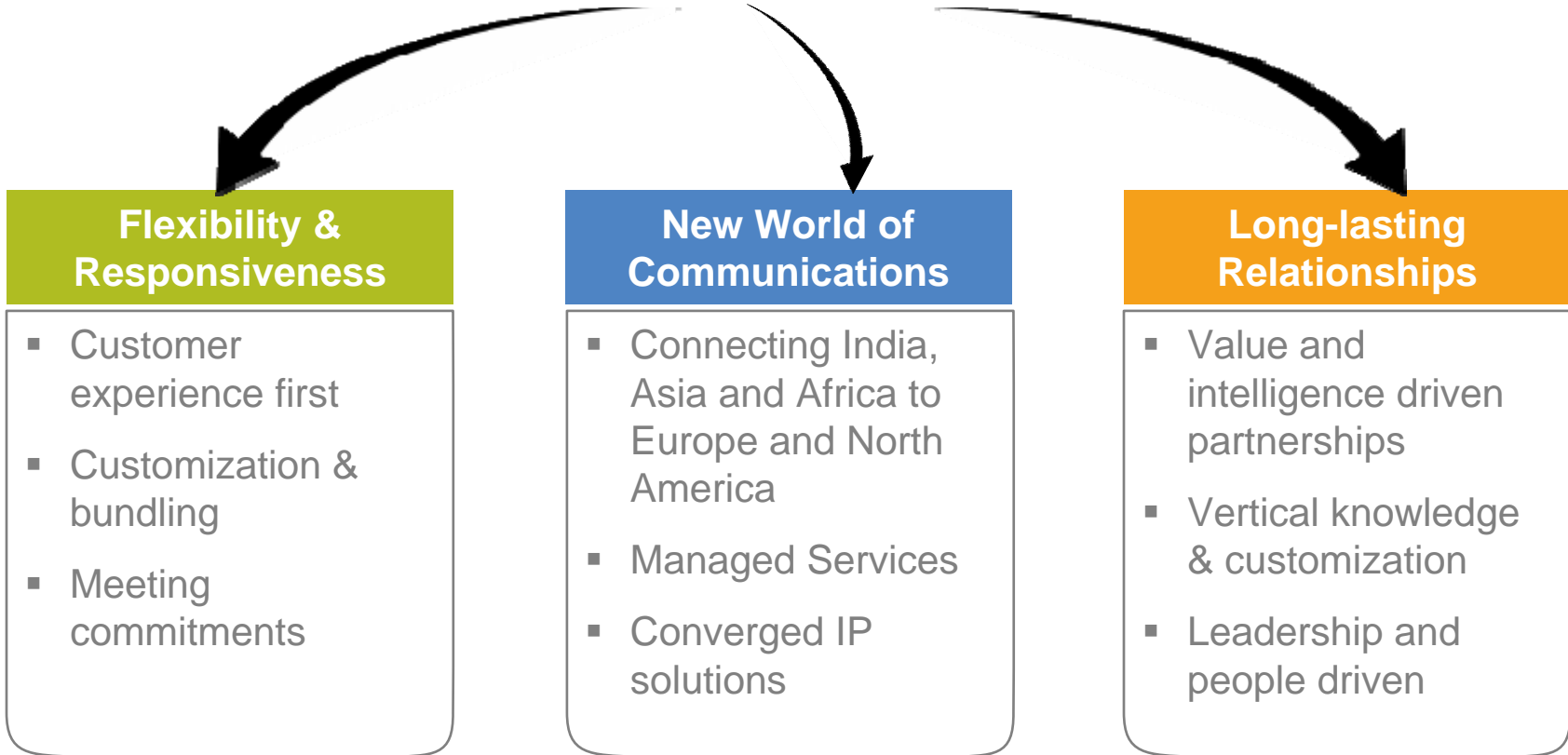


Our Vision in Action



The Promise

Taking You Farther



Major Investments: Cables

Existing Cables

OWN

- TGN-Atlantic
- TGN-Pacific
- TGN-Western Europe
- TGN-Northern Europe
- TGN-India Asia

CAPACITY

- SMW-3
- SMW-4
- SAFE/SAT-3
- others...

New / Planned

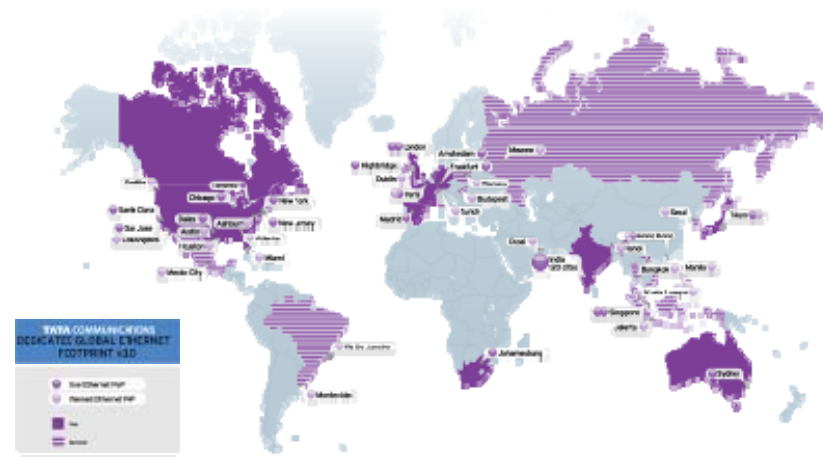
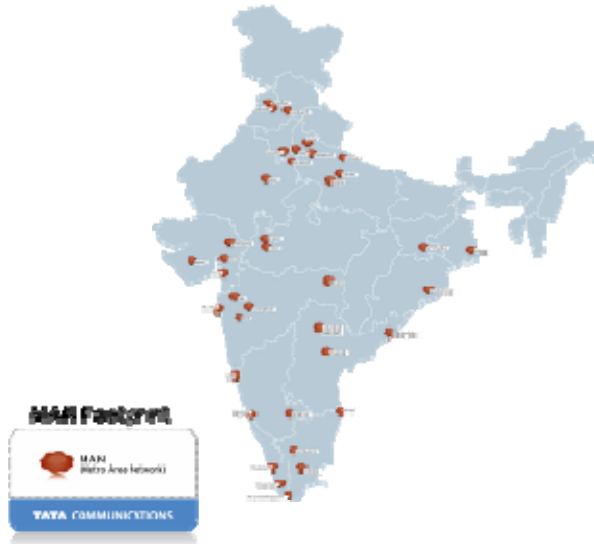
- **TGN-Intra Asia** S'pore-HK-Japan H2 2008
- **TGN-Eurasia** India-Europe H2 2009

- **IMEWE**
- **SEACOM**
- **Africa**



Major Investments | MPLS & Ethernet Expansion

- New IP, MPLS & Ethernet PoPs
- NNIs
- Fiber (MAN) roll-out in India



Major Investments | Managed Services

Managed IT Infrastructure Services

- Colocation Services
- Managed Hosting Services
- Managed Storage Services

Managed Security Services

- CPE-Based Services
- Cloud-Based Services
- Professional Services

Managed Application Services

- Audio and Web Conferencing Services
- Business Messaging & Collaboration Services
- Hosted Contact Center Services
- Managed Voice Services



Major Investments | WiMAX in India

Businesses

- Supplement Fiber roll-out in major metros
- Expand access reach (~ E1) to all major business towns
- Current Status: 30 towns
- March 2009: 115 towns

Consumers

- Primary access mechanism for Broadband
- Provide reliable 1Mbps experience + content/apps
- Current Status: 1 city
- March 2009: 15 cities



Business Goals – FY2012

LEADERSHIP

#1 or 2 in all focus markets

GROWTH

At least 15% CAGR organic sales growth

PROFITABILITY

At least 20% EBITDA Margin

VALUE CREATION

EVA Positive



Our Organization



5000 employees

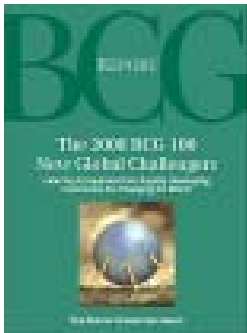
20% outside India

37 nationalities

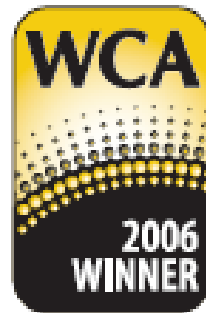
36 yrs avg age



Global Industry Recognition



The only Indian telco on the list – *BCG 2008 New Global Challengers*



2006 Best Wholesale Carrier Winner – *World Communications Awards*



2006 Best Pan-Asian Wholesale Provider – *Capacity Global Wholesale Awards*



CEO of the Year – N. Srinath: 2006 – *TelecomAsia*

Other recent awards:

- Atlantic ACM Excellence in Wholesale: 2008
- Frost & Sullivan #1 Enterprise Data Services Provider in India: 2007
- Voice & Data Top ILD Operator Award: 2001-2006



Transformation Journey



Circa 2008



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Thank You



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Safe Harbor Statement

Certain words and statements in this presentation concerning Tata Communications and its prospects, and other statements including those relating to Tata Communications' expected financial position, business strategy, the future development of Tata Communications' operations and the general economy in India, are forward-looking statements. Such statements involve known and unknown risks, uncertainties and other factors, including financial, regulatory and environmental, as well as those relating to industry growth and trend projections, which may cause actual results, performance or achievements of Tata Communications, or industry results, to differ materially from those expressed or implied by such forward-looking statements. The important factors that could cause actual results, performance or achievements to differ materially from such forward-looking statements include, among others, failure to increase the volume of traffic on Tata Communications' network, failure to develop new products and services that meet customer demands and generate acceptable margins, failure to successfully complete commercial testing of new technology and information systems to support new products and services, including voice transmission services, failure to stabilize or reduce the rate of price compression on certain of the company's communications services, failure to integrate strategic acquisitions and changes in government policies or regulations of India and, in particular, changes relating to the administration of Tata Communications' industry, and, in general, the economic, business and credit conditions in India. Additional factors that could cause actual results, performance or achievements to differ materially from such forward-looking statements, many of which are not in Tata Communications' control, include, but are not limited to, those risk factors discussed in Tata Communications' various filings with the United States Securities and Exchange Commission. These filings are available at www.sec.gov. Tata Communications is under no obligation to, and expressly disclaims any obligation to, update or alter its forward-looking statements.

