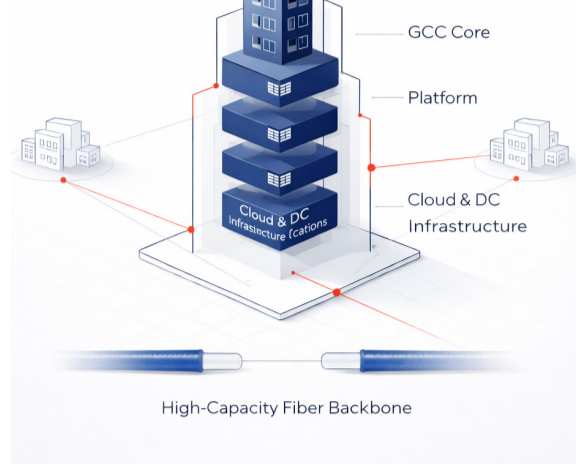


INDIA'S GCC RENAISSANCE



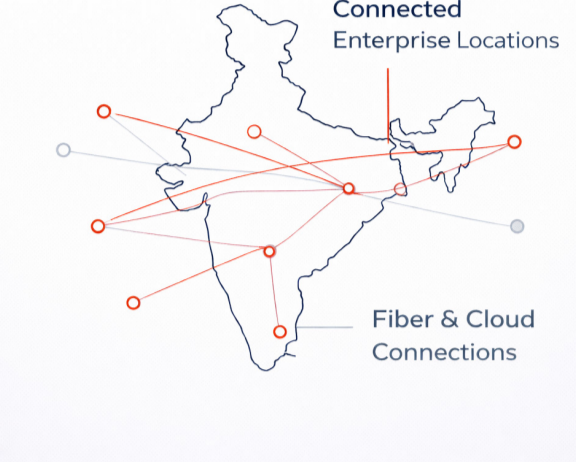
From Execution Engines to Global Control Planes

India is no longer the world's back office. It is becoming the command center for global enterprises. 2026 marks a structural shift.



The Inflection Point

India's GCC market crosses \$75B+ in 2026. But scale is not the headline. Authority is. GCCs now influence global product strategy, platform governance, and enterprise decision-making. Strategic power is being redistributed.



Then vs Now

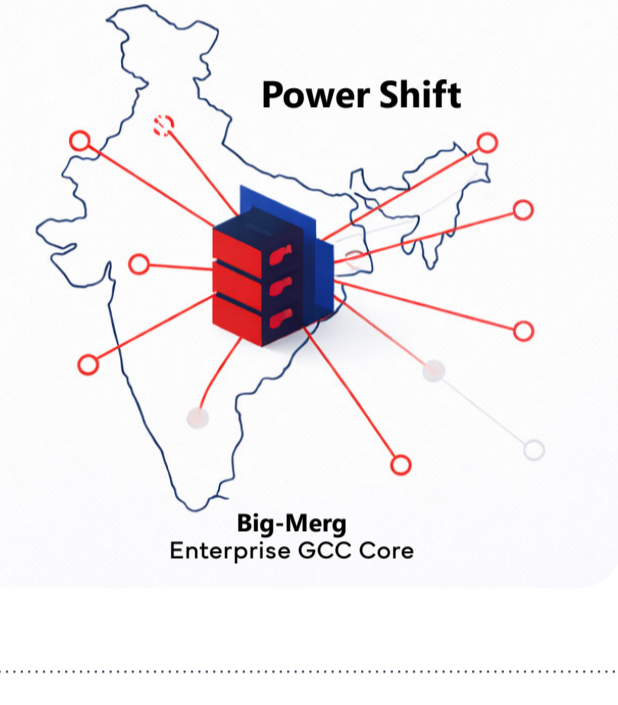
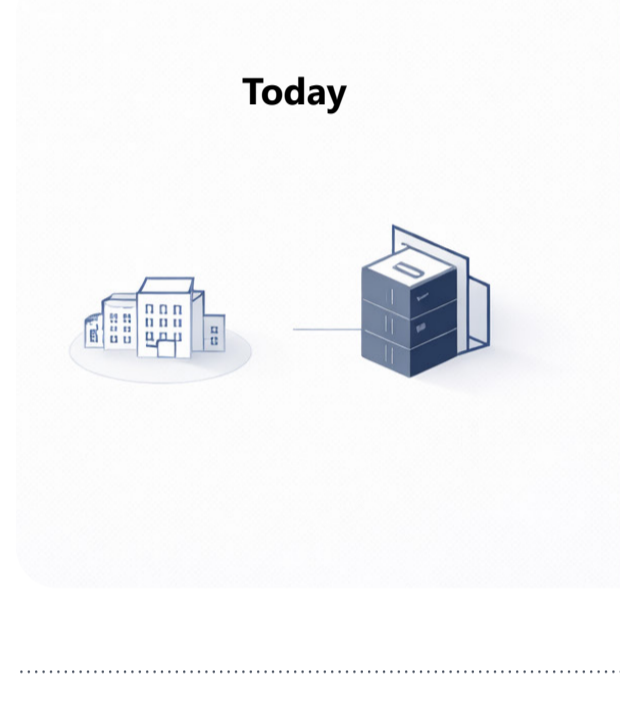
2010s: The Execution Era

- Cost arbitrage
- Support operations
- Process delivery
- Centralized oversight from HQ

India is no longer participating. It is steering.

2026: The Ownership Era

- Product lifecycle control
- Platform governance
- AI-led innovation
- Distributed decision authority



The Power Shift 75% of Fortune 500 companies run global product mandates from India.

What that means:

- Roadmaps are anchored locally
- P&L accountability sits here
- Platform governance operates at scale

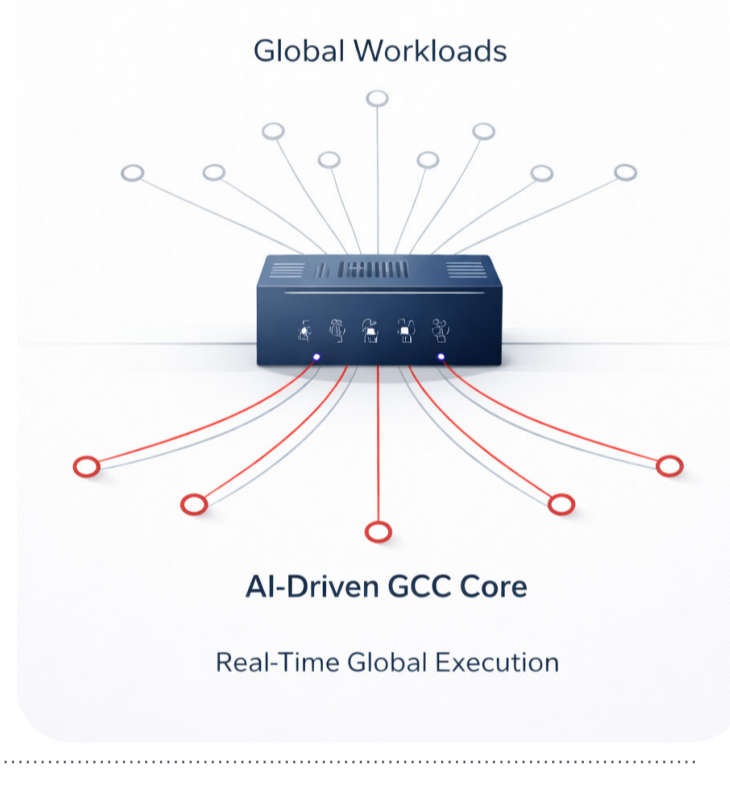
India is functioning as a Global Control Plane



The Intelligence Core AI-First by Design

- 70% of new GCCs are AI-first
- Enterprise AI models are architected and scaled in India
- Real-time global workloads are managed locally

AI does not tolerate latency. Innovation velocity depends on performance reliability.



The Expansion Reality

The Renaissance is distributed. Growth is expanding into Tier-2 cities. Multi-city innovation models are now standard.

With scale comes complexity:

- Cross-border data flows
- Data residency mandates
- Expanding attack surfaces
- Heightened regulatory scrutiny

Fragmentation increases risk.

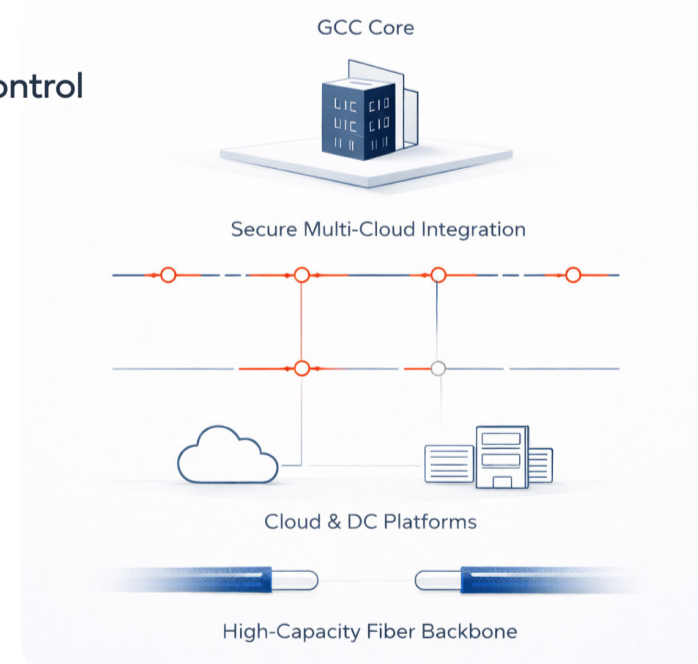


The Foundation Question

For India to function as a global control plane, GCCs require:

- High-capacity fiber backbone
- Low-latency global connectivity
- Secure multi-cloud integration
- Centralized visibility
- Built-in resilience

Without this foundation: AI slows. Collaboration weakens. Compliance risk rises.

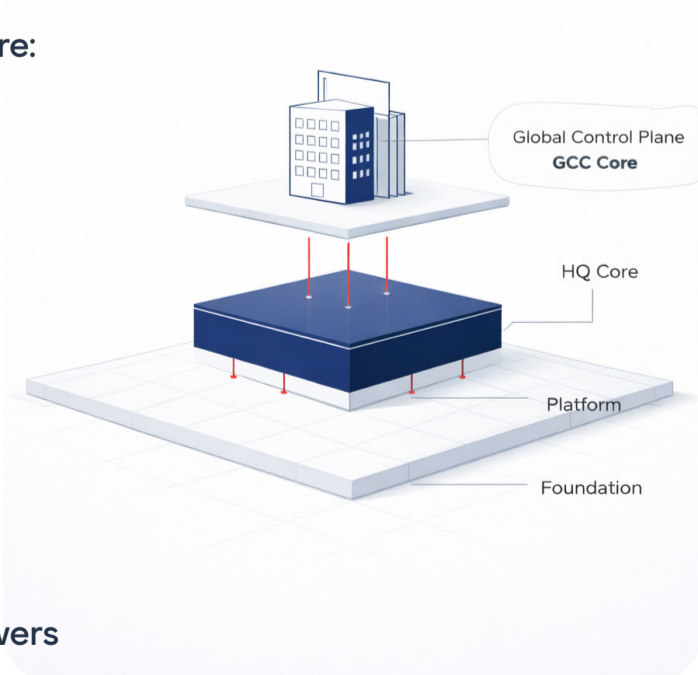


The Renaissance Rests on a Foundation

With unified, resilient infrastructure:

- India operates as a seamless extension of HQ
- Innovation cycles shorten
- Governance scales confidently
- Global ownership becomes sustainable

The Renaissance is real. But every renaissance rests on infrastructure. Airtel Business powers the control plane.



India becomes the center of global execution when the foundation is strong.

One Backbone. Global GCC Command.

