



Bharti Airtel Limited

Details of familiarization programmes attended by the Independent Directors

S. No.	Particulars of Programmes	Date/Period	Kimsuka Narasimhan	Nisaba Godrej (w.e.f. August 04, 2021)	Shyamal Mukherjee (w.e.f. May 18, 2022)	Douglas Anderson Baillie (w.e.f. October 31, 2023)	Justice (Retd.) Arjan Kumar Sikri (w.e.f. June 01, 2024)	Dinesh Kumar Khara (w.e.f. November 03, 2025)
Financial Year 2019-20								
1	Governance Framework in view of Africa Listing and Update on International Operations	6-May-19	1.5					
2	Detailed Induction programme of Kimsuka Narasimhan	June and July 2019	4					
3	Update on business development and fund raising proposals	Various board meetings	3					
4	Digitisation at Airtel : Status and way forward	29-Oct-19	0					
5	Key Company and Industry Developments by senior management personnel, Chairman and Managing Director & CEO (India & South Asia)	Various board meetings	3					
Total Duration (Hours)			11.5	Not Applicable (Appointed w.e.f. Aug 04, 2021)	Not Applicable (Appointed w.e.f. May 18, 2022)			
Financial Year 2020-21								
6	Airtel Digital Strategy: How a digital company like Airtel builds a scalable ecosystem of digital platforms by strengthening its core businesses and offers additional world-class digital services to its customers.	3-Sep-20	2					
7	Airtel Network Strategy	3-Feb-21	1					
8	Overall business environment and key regulatory developments etc.	Various board meetings	3.5					
9	Update on Risk Management Framework/Compliance Framework	Various board meetings	1.5					
10	Strategic Business Development items	Various board meetings	0.5					
Total Duration (Hours)			8.5					



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Financial Year 2021-22								
11	Update of COVID and related developments, Resilience and business continuity	28-Apr-21	0.75	0.75		Not Applicable (Appointed w.e.f October 31, 2023)	Not Applicable (Appointed w.e.f June 01, 2024)	Not Applicable (Appointed w.e.f November 03, 2025)
12	Project Board Engagement and Industry Specific Familiarization: Airtel Business (B2B) and Marketing	17-May-21	1	NA				
13	Project Board Engagement and Industry Specific Familiarization: Airtel Payments Bank operations and Homes services	3-Aug-21	1	NA				
14	Detailed Induction programme of Nisaba Godrej	14-Oct-21	NA	7				
15	Project Board Engagement and Industry Specific Familiarization: Engineering and Industry Landscape	2-Nov-21	1	1				
16	Annual Leadership Conclave in Goa, India: Strategy session for the Board of Directors and entire senior management team from India, including the detailed engagement with Board on Strategy and key business priorities.	21-Mar-22	6	6				
17	Overall business environment and key regulatory developments etc.	Various board meetings	2	1.5				
Total Duration (Hours)			11.75	16.25				
Financial Year 2022-23								
18	Project Board Engagement and Industry Specific Familiarization: Overall Talent Management Strategy	8-Aug-22	1	1	1			
19	Comprehensive Induction programme of Shyamal Mukherjee and Pradeep Kumar Sinha	19-Jul-22	NA	NA	7.5			
20	Project Board Engagement and Industry Specific Familiarization: Deep Dive on Digital TV Services (DTH Business)	7-Feb-23	0.5	0.5	0.5			
21	Annual Leadership Conclave in Dubai: Strategy session for the Board of Directors and entire senior management team from India, including the detailed engagement with Board on Strategy and key business priorities.	16-Mar-23 17-Mar-23	6	0	0			
22	Overall business environment and key regulatory developments etc.	Various board meetings	2	2	2			
Total Duration (Hours)			9.5	3.5	11			
Financial Year 2023-24								
23	Comprehensive Induction Programme of Douglas Anderson Baillie	30-Oct-23	NA	NA	NA	7		
24	1) Industry Familiarization: Market Visit 2) Deep dive on processes w.r.t. LTI framework; Managerial Remuneration etc. 3) Corporate Governance: Governance Structure; Legal framework w.r.t. Managerial Remuneration, Board communication protocols; and Airtel's key Corporate Governance practices.	15-Dec-23	NA	NA	NA	7.25		
25	Project Board Engagement and Industry Specific Familiarization: B2B Business update	31-Oct-23	0.5	0.5	0.5	0.5		
26	Overall business environment and key regulatory developments etc.	Various board meetings	4	4	4	2		
Total Duration (Hours)			4.5	4.5	4.5	16.75		



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Financial Year 2024-25								
27	Annual Leadership Retreat' in Scotland: Company's overall positioning; Key strategic objectives and plan forward	20-Jun-24	4.5	-	4.5	4.5	4.5	
28	Project Board Engagement and Industry Specific Familiarization: Consumer Business Market Operations	5-Aug-24	0.5	0.5	0.5	0.5	0.5	
29	Project Board Engagement and Industry Specific Familiarization: Network Strategy and key pillars	28-Oct-24	0.5	0.5	0.5	0.5	0.5	
30	Comprehensive update on Associate workforce and way forward	28-Oct-24	0.5	0.5	0.5	0.5	0.5	
31	Induction Programme of Justice (Retd.) Arjan Kumar Sikri	04-Dec-24 and 05-Dec-24	NA	NA	NA	NA	4	
32	Overall business environment and key regulatory developments etc.	Various board meetings	2	2	2	2	1.5	
Total Duration (Hours)			8	3.5	8	8	11.5	
Financial Year 2025-26								
33	Airtel Leadership Conclave 2026' in Gurugram: Company's overall positioning; Key strategic objectives and plan forward	24-Mar-26	7.5	7.5	7.5	7.5	7.5	7.5
34	Project Board Engagement and Industry Specific Familiarization: Emerging Business, Technology and Customer Experience	Various board meetings	3.5	3.5	3.5	3.5	3.5	2.0
35	Induction Programme of Dinesh Kumar Khara	03-Nov-25 and 27-Jan-26	NA	NA	NA	NA	NA	4.25
36	Overall business environment and key regulatory developments etc.	Various board meetings	1	1	1	1	1	0.5
Total Duration (Hours)			12	12	12	12	12	14.25
Cumulative Duration (Hours)			65.75	39.75	35.50	36.75	23.50	14.25