



17th September 2024



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Who are we



The opportunity



Our strategy

Who are we?



International

14 countries in Africa, **2¹** in South Asia

210 Mn+ Customers

3.3 Mn+ Retail Touch points in Africa

\$112 Bn Airtel Money[#] Transaction Value



India

~352 Mn Mobile Customers, **30 Mn+** Homes

220 Mn MAUs on Digital Assets

3500+ Enterprises

1M+ offices

Who are we?



International

14 countries in Africa, **2¹** in South Asia

210 Mn+ Customers

3.3 Mn+ Retail Touch points in Africa

\$112 Bn Airtel Money# Transaction Value

FY'24



Revenue (Cr) 149,982



EBITDA Margin 52.7%



Net Debt/EBITDA 2.59



Operating Cash (Cr) 39,564

India

~352 Mn Mobile Customers, **30 Mn+** Homes

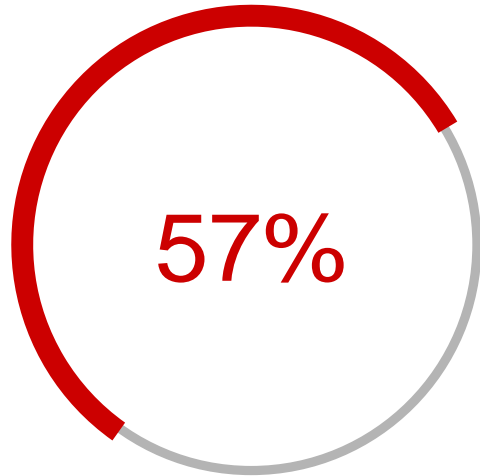
220 Mn MAUs on Digital Assets

3500+ Enterprises

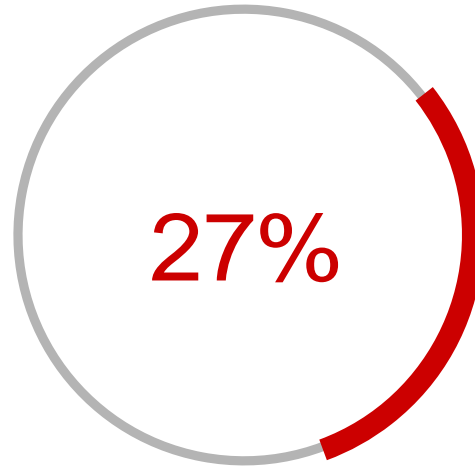
1M+ offices

Who are we?

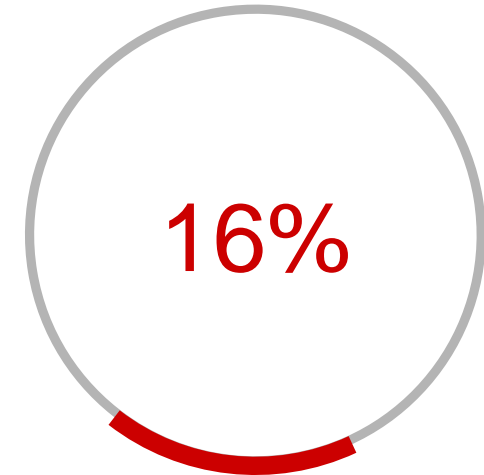
Increasingly diversified portfolio



India Mobile



Airtel Africa

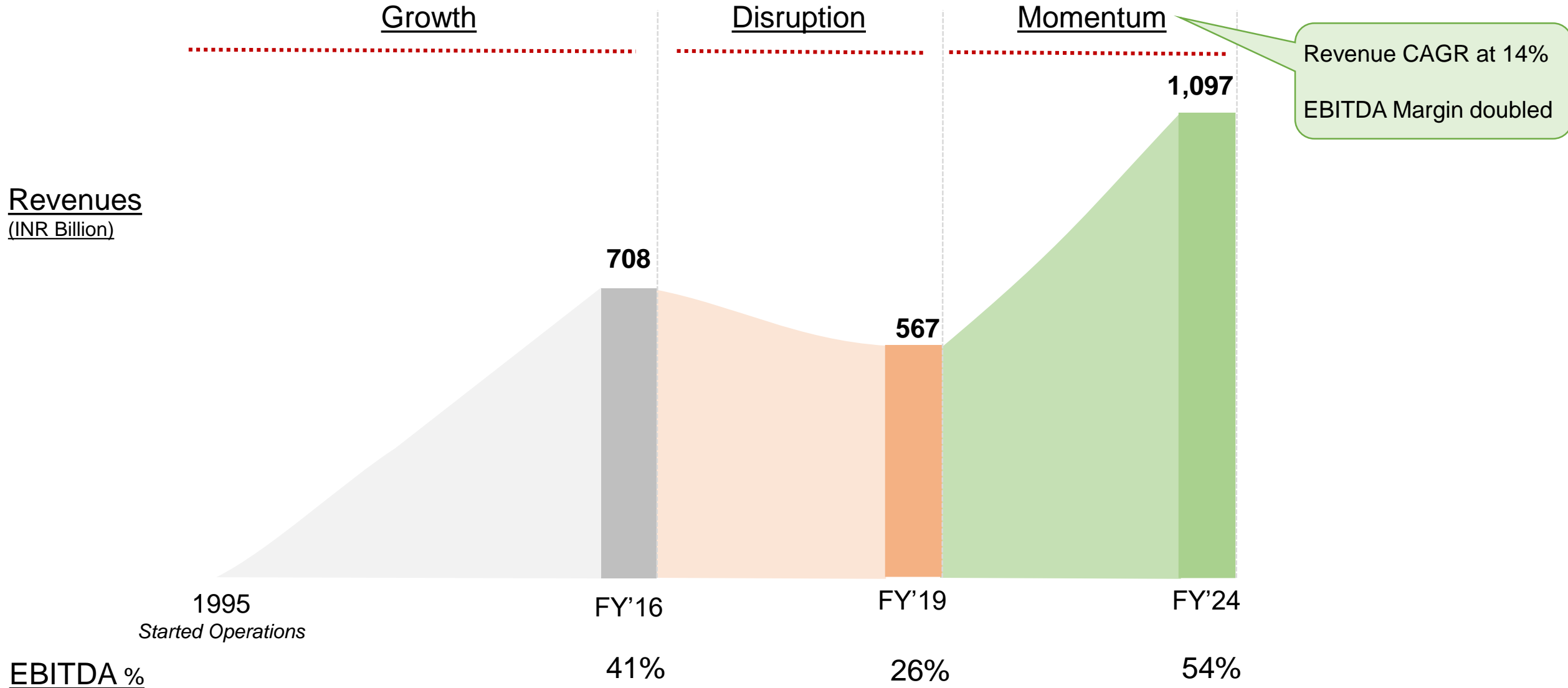


India – Enterprise & Homes¹

¹ Homes includes Broadband and DTH
Basis FY'24

Who are we?

A resilient institution



Who are we?

Humble culture with obsession on governance



Culture



Ownership mindset



Humility



Do more than talk

Governance



Definition of customers: Stringent



Segmental Disclosures: Detailed financials up to EBIT with capex and KPIs



Prudent Accounting Policies: In all areas, especially amortization and depreciation

Who are we?



Massive amount of heavy lifting in terms of Capital investments done

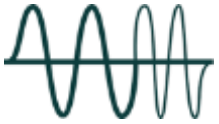
International



355K Towers



12 Data Centers and **120** Edge DCs



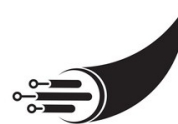
INR 1.7 Lakh Cr Spectrum Investment*



7 Sub Marine Cables



Strategic assets



440K+ RKms of Domestic Fiber

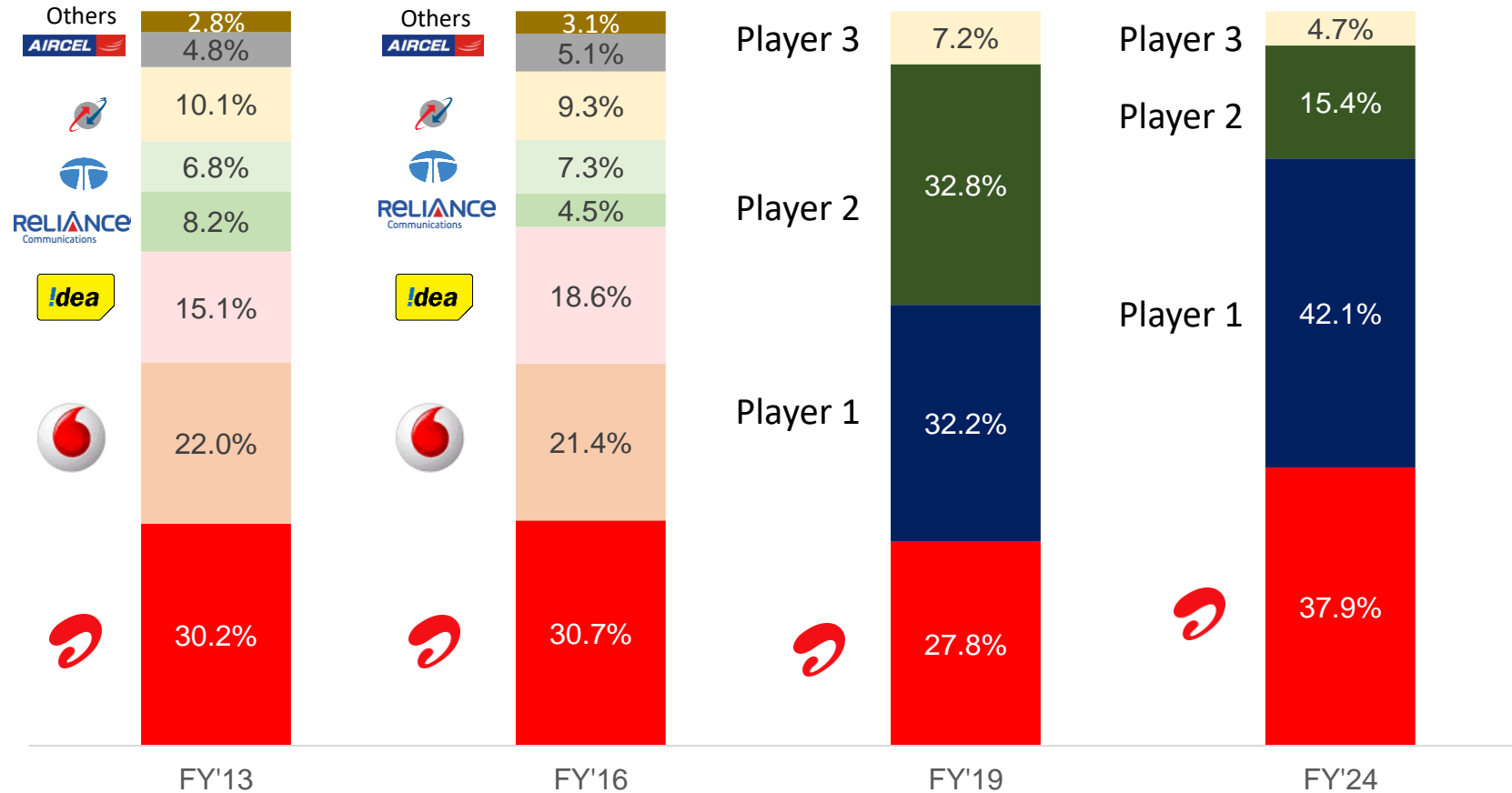
Airtel India performance in the recent past



Lifetime high market shares

Mobile

RMS%



Note: Market share figures are for year exits (Q4); basis TRAI reported numbers – AGR + NLD

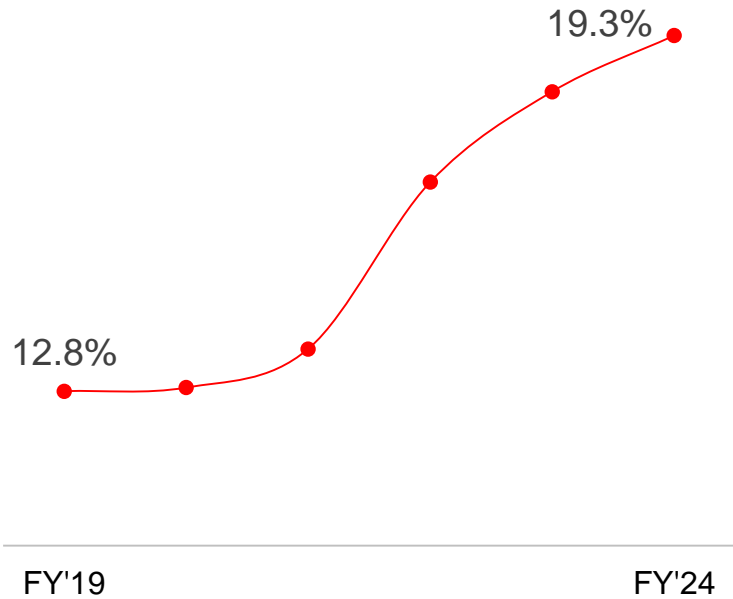
Airtel India performance in the recent past



Lifetime high market shares

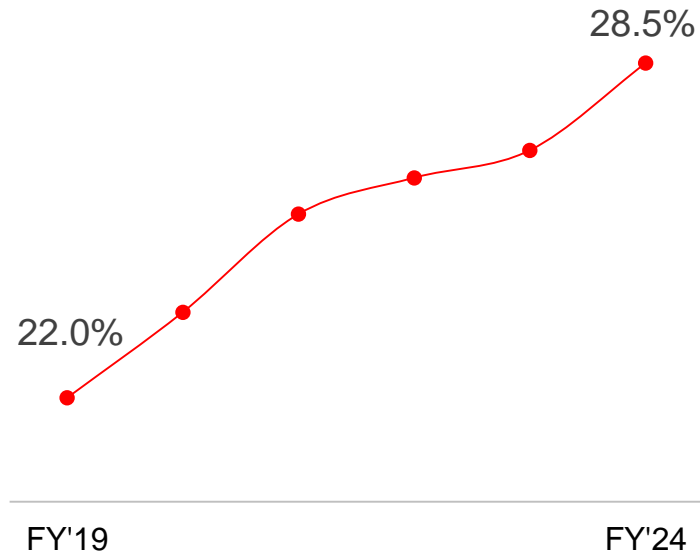
Broadband

Customer market share (%)



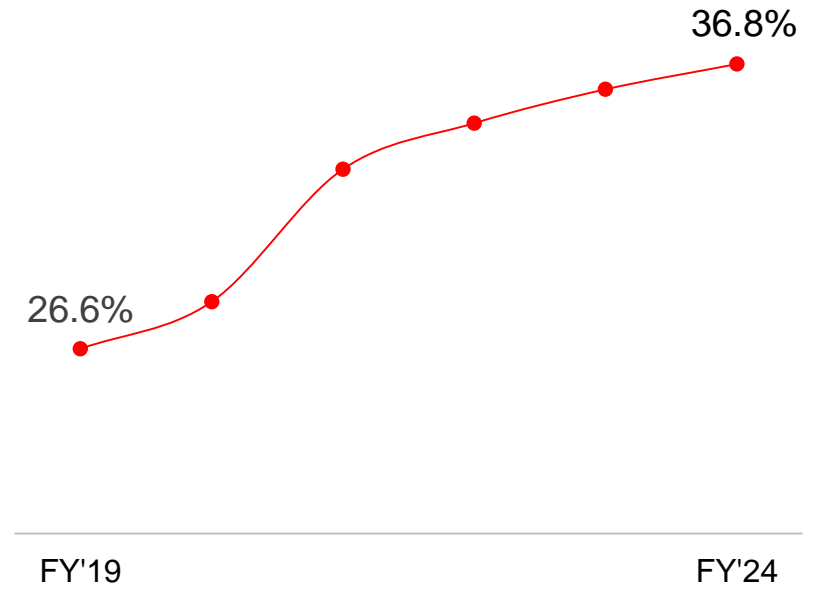
DTH

Customer market share (%)



Airtel Business

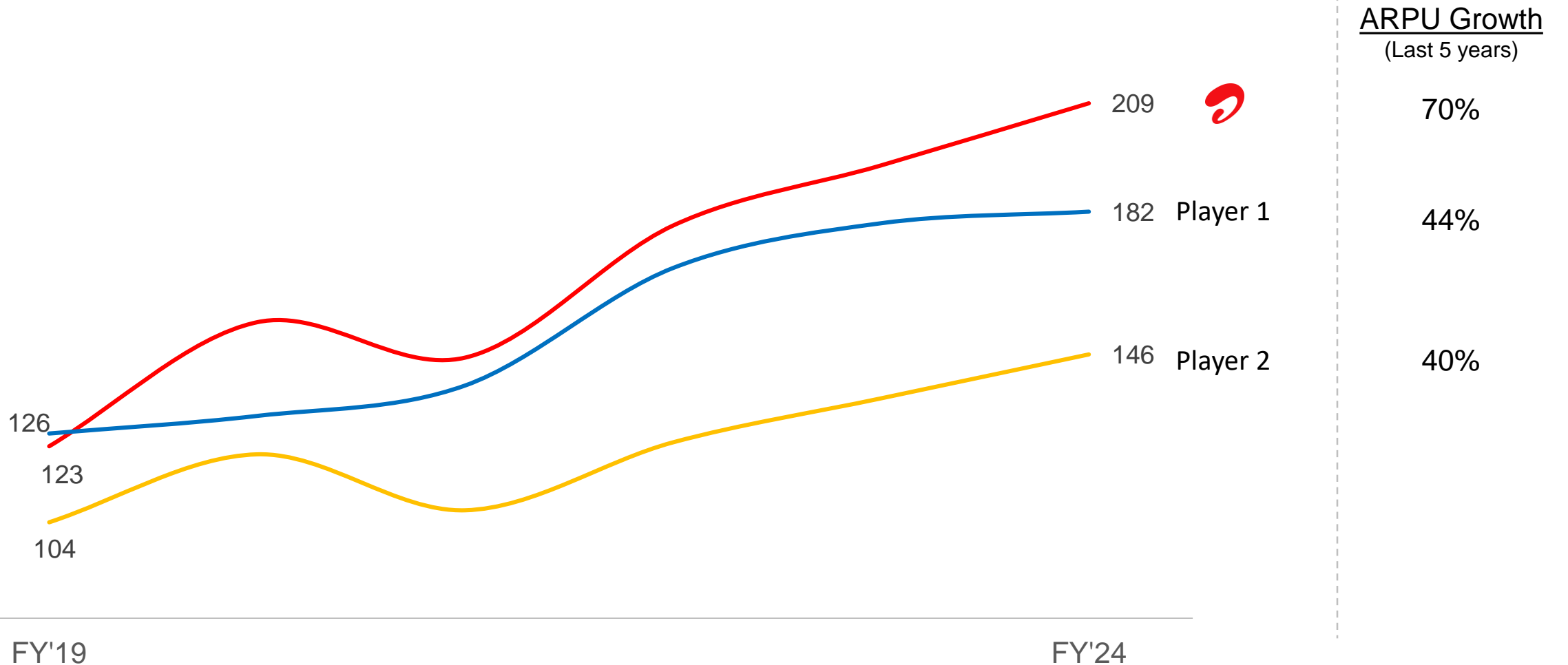
Revenue market share (%)



Broadband & DTH customer market share based on TRAI published data
Airtel Business revenue market share basis Foster & Suvillan report. includes Enterprise Data, Mobility, Fixed line services, SMS and M2M
Market Share figures are for year exits (Q4)

Airtel India performance in the recent past

Industry leading ARPU



ARPU figures are for year exits (Q4)

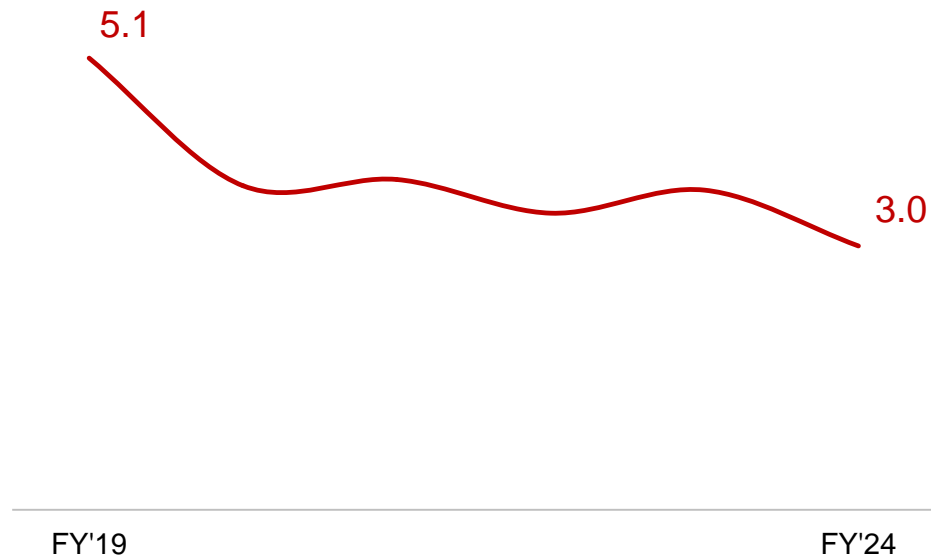
Airtel India performance in the recent past



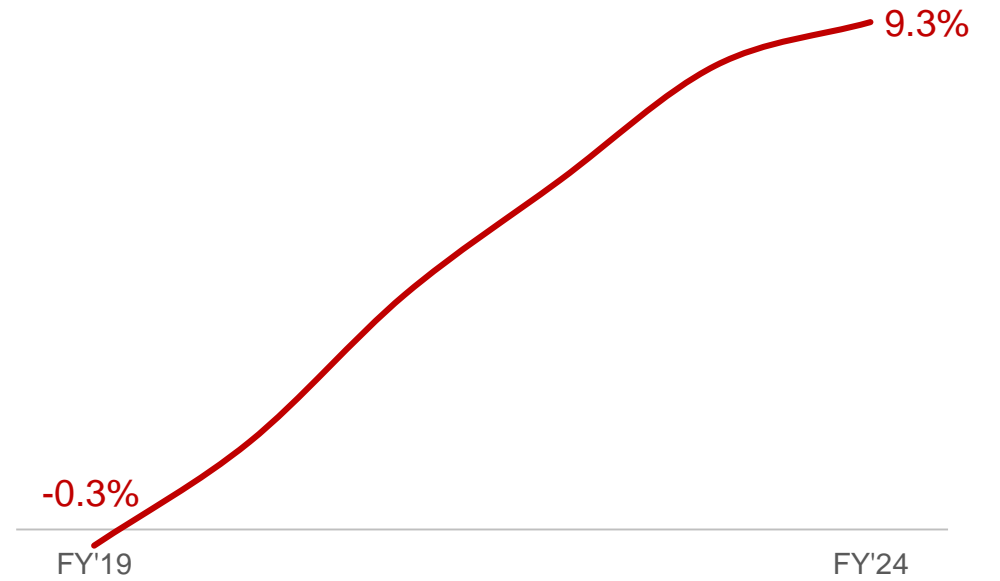
Robust Balance Sheet

Net Debt/EBITDA (times)

Raised ~\$16B capital over 2019 to 2022



Return on Capital Employed (%)





Who are we



The opportunity



Our strategy

Opportunity

B2C (1/2)



ARPU

2012

2019

2023



High end homes

1600



15M

CAGR: 3%

19M

CAGR: 20%

40M



Mid market

230



35M

CAGR: 41%

390M

CAGR: 8%

530M



Mass market

140



800M

CAGR: -8%

440M

CAGR: -11%

270M



DTH



Broadband



Smartphone



Feature phone

Opportunity

B2C (2/2)



ARPU

2019

2023

Implication



High end homes

1600



19M

CAGR: 20%

40M

Lock in



Mid market

230



390M

CAGR: 8%

530M

Upgrading



Mass market

140



440M

CAGR: -11%

270M



DTH



Broadband



Smartphone



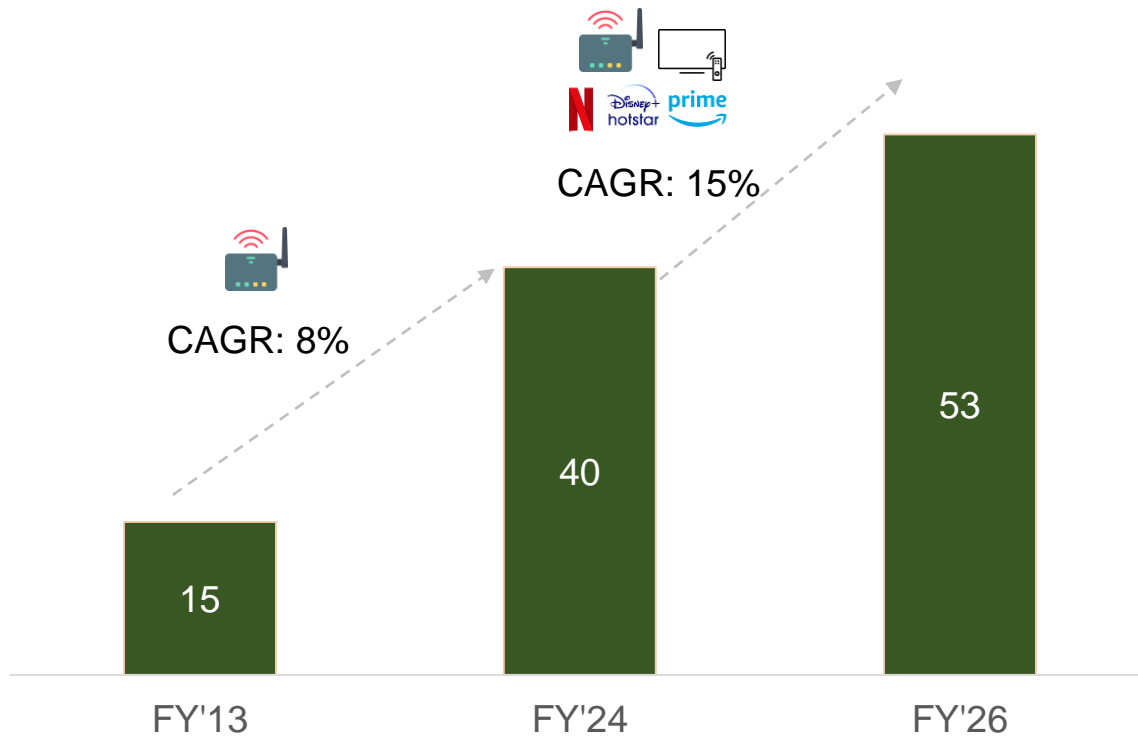
Feature phone

Opportunity

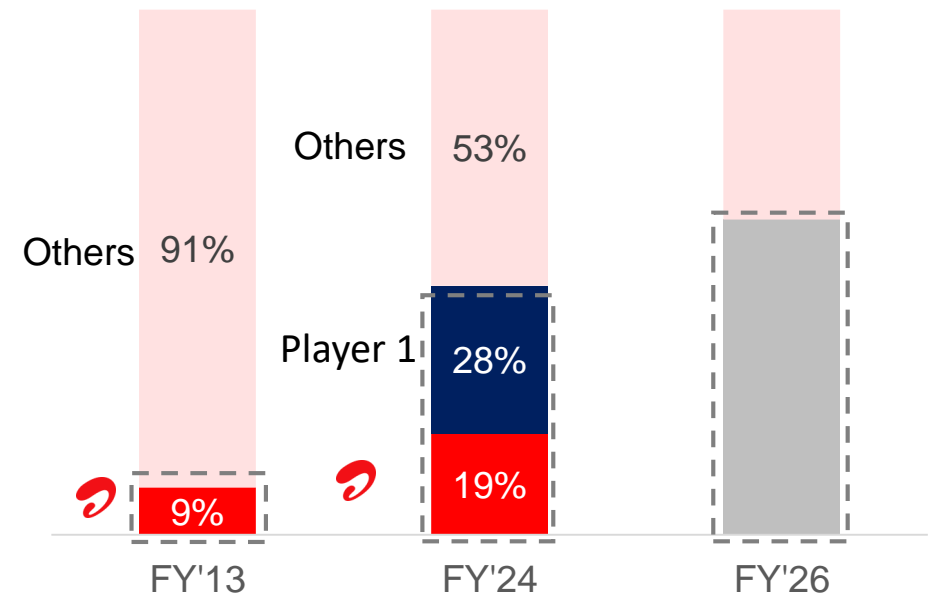
Homes – Broadband market exploding



Market size
Consumer, Mn



Consolidation
CMS%

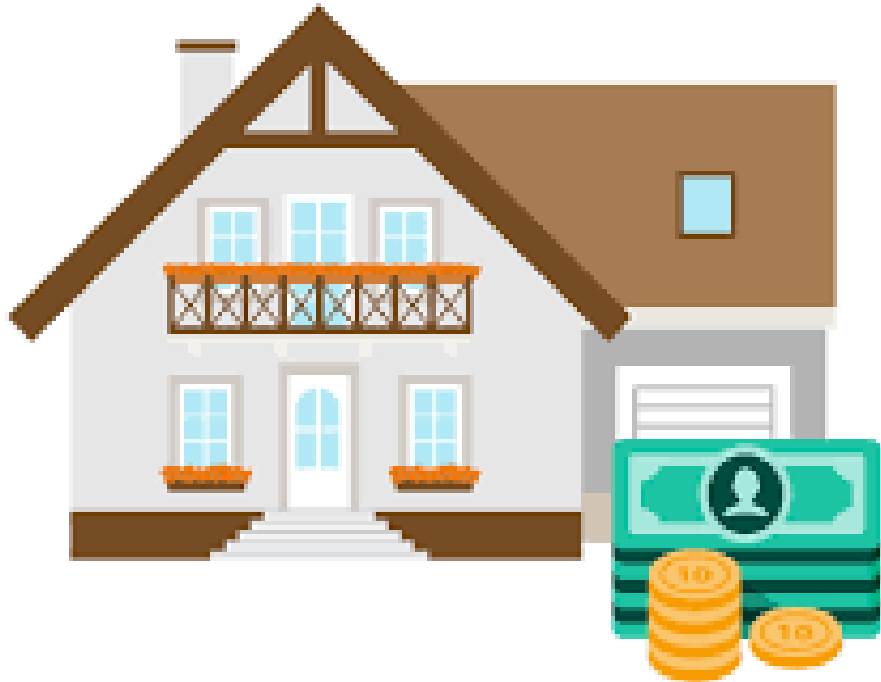


Opportunity

Homes – Convergence



50 Million High Value Homes



Airtel already present in 2 of 3 high value homes

+ 1 Service

Rs. 650 incremental ARPA

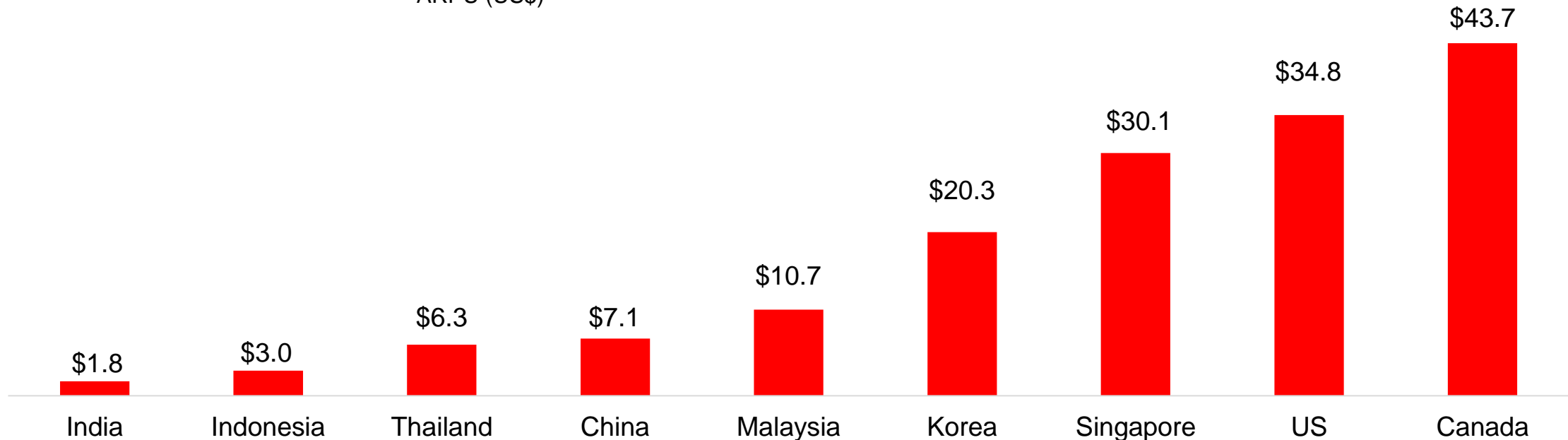
Opportunity

Mobile – ARPU Opportunity



Lowest prices in India (compared to global benchmarks)

ARPU (US\$)



- Airtel: ~\$2.5 ARPU : ~9% ROCE. ~\$3.0 ARPU : ~14% **ROCE**. ~\$2.1Bn Incremental Revenue. ~1.6Bn Incremental EBITDA

Source: India ARPU taken from TRAI "Performance indicator report 2023-24" converted at INR/USD at 83.5; Other countries - BofA Global Wireless Matrix as of June 2023

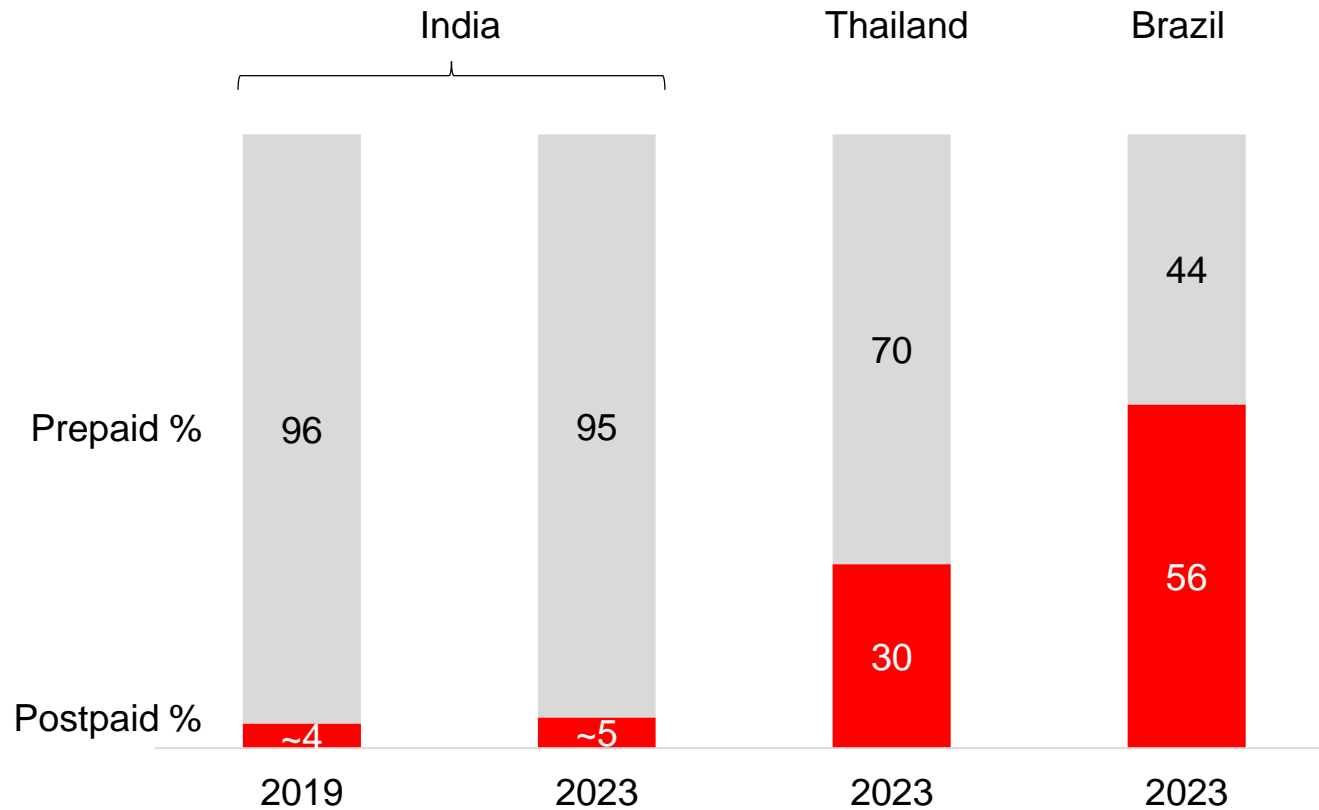
*Assuming current base of customers and 4G / 5G mix

Opportunity

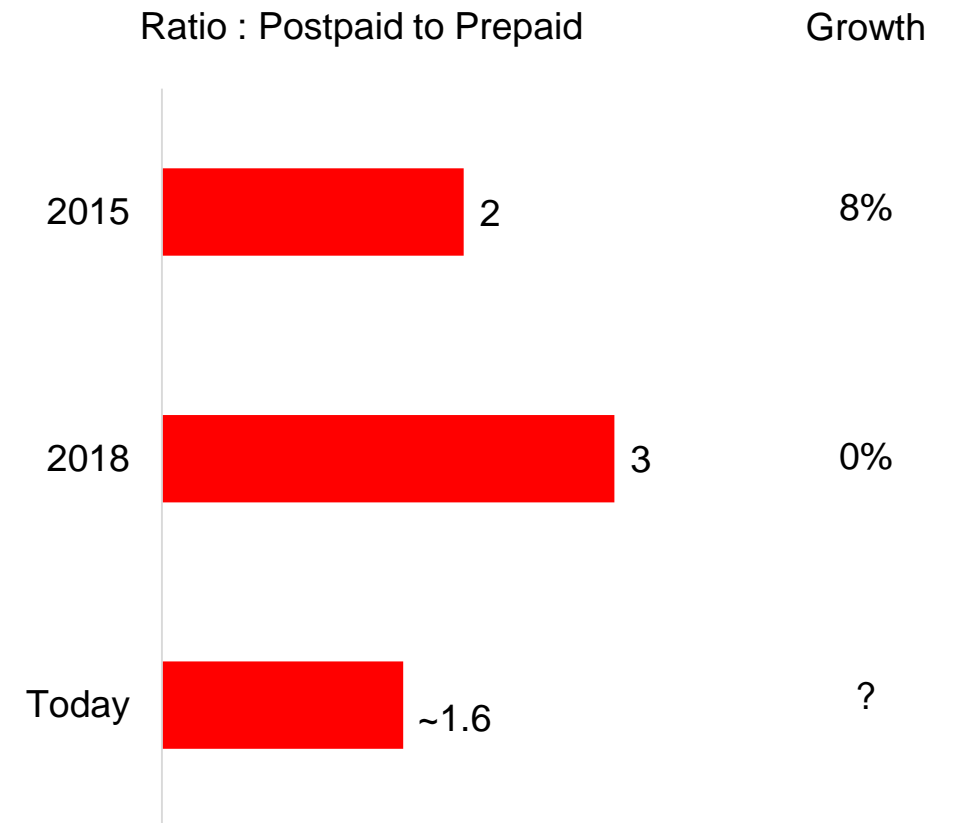
Mobile – Postpaid Opportunity



Current contribution lower than benchmark



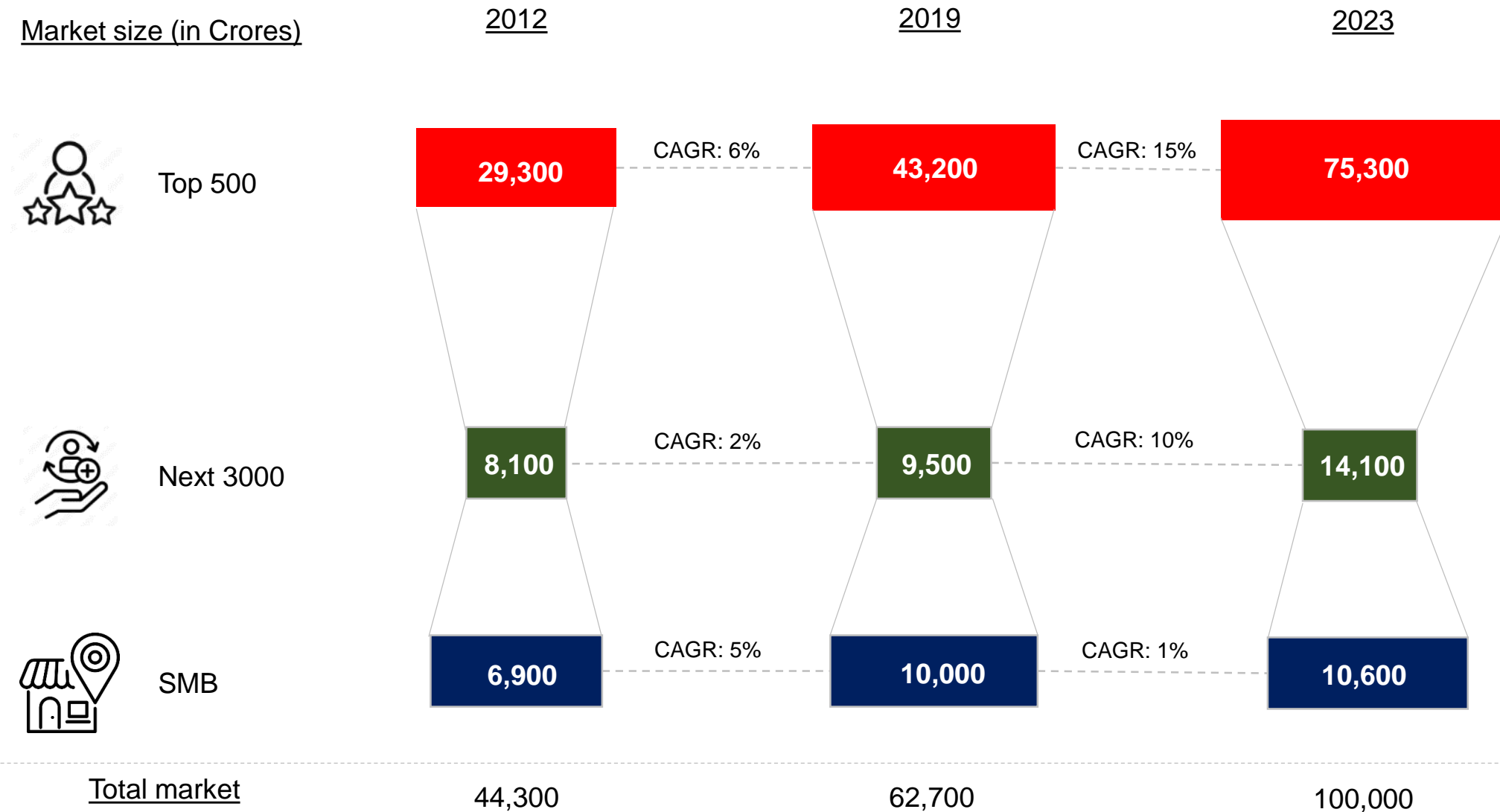
Pricing now favorable



Opportunity



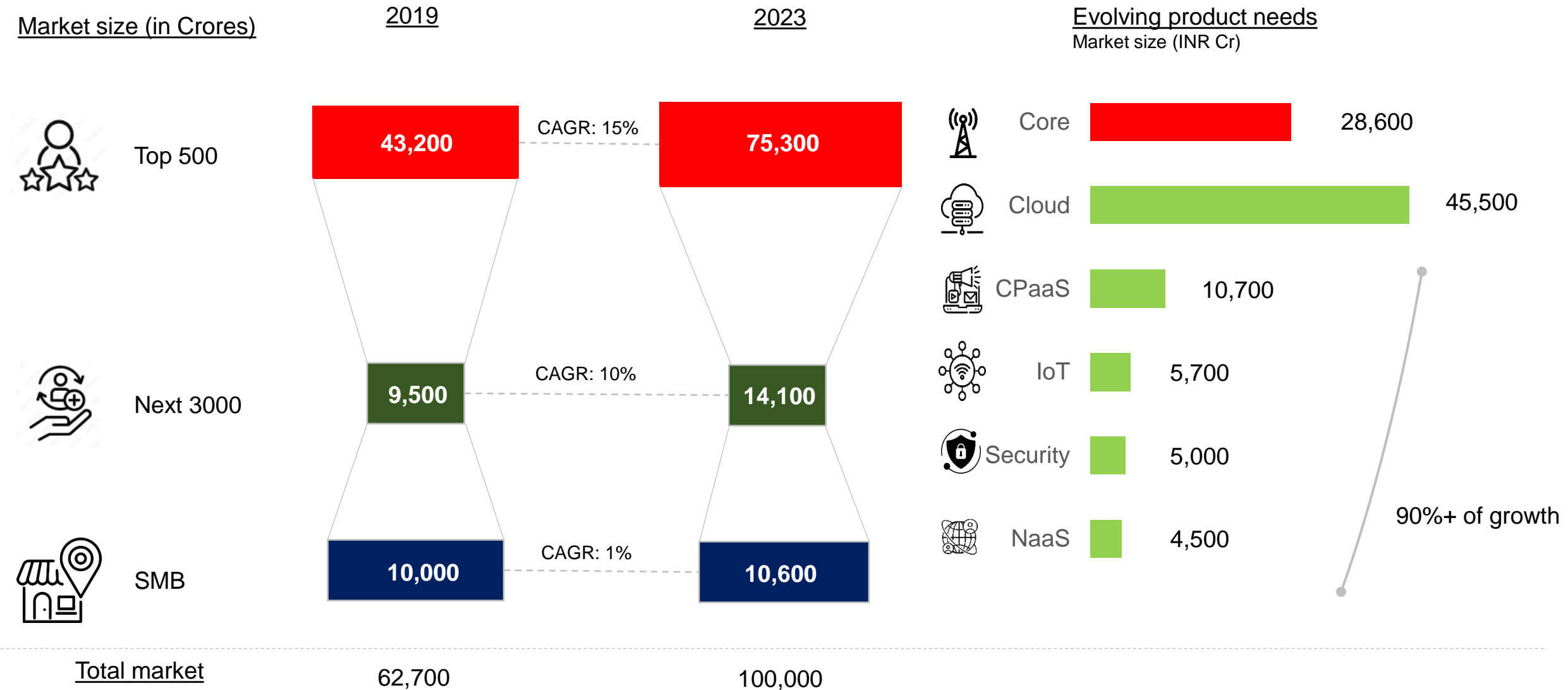
B2B: Big continue getting bigger. Adjacencies drive market growth (1/2)



Opportunity



B2B: Big continue getting bigger. Adjacencies drive market growth (2/2)



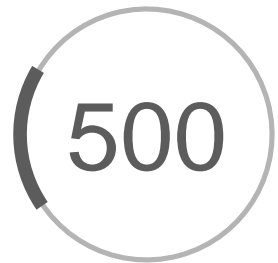
Opportunity

B2B: Opportunity to go deeper into top accounts

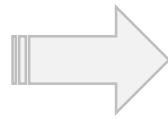


Sharply targeting top accounts

Proven track record



Top 500 accounts



Of incremental growth

~37% Lifetime high market share





Who are we



The opportunity



Our strategy

Our strategy



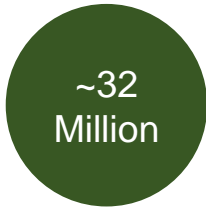
Quality Customers

Accelerate Homes

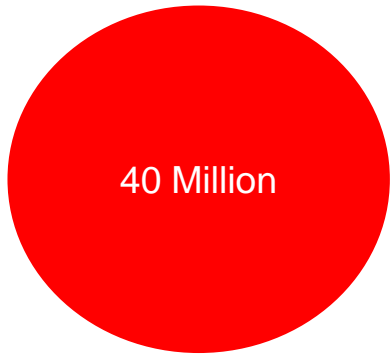


Land grab – accelerating Home Passes

Now



FY'25



Ubiquitous coverage via FWA



Lock-in

Home entertainment



Quality Customers

Drive Postpaid



Seamless upgrade Journey

19:33 4G 21

Postpaid Plans - Get Airtel Post...

STEP 1
Pick a connection type [CHANGE](#)
Prepaid to Postpaid

STEP 2
Add contact details

📄 Congratulations! you are eligible for Rs. 100 discount for next 6 Months

Mobile number*
9686756830

Name*
NIKHIL SACHDEVA

Alternate number*
9587556830

E-mail address*
sachdeva2494@gmail.com

I understand that upon proceeding
1. I will be switched to Postpaid instantly
2. I cannot move back to Prepaid for 90 days

UPGRADE TO POSTPAID

Lock-in with Family



Stores: Expansion



Quality Customers

Differentiate



Incredible Camera meets Instant Uploads

Get Airtel 5G Plus on your new iPhone 14 Pro

*TBC Apply. For details, visit airtel.in/SGAG5



Wi-Fi like speeds, on the go.

Airtel 5G Plus is up to 30x faster.

Switch Now



Introducing all-in-one entertainment plans

Get Wi-Fi + OTT + TV Channels in one plan with Airtel Black



Family of 2?

Airtel Family Plan is for you

Get 2 SIMs at ₹599



Elevate your entertainment experience

on India's Best Video Experience with Airtel

Switch to Airtel

OPEN SIGNAL Award WINNER *TBC apply. India Mobile Network Experience Report Oct'22. Visit airtel.in/tnc(open signal)



Family of 4?

Airtel Family Plan helps save more.

Get 4 SIMs at ₹999



5G on your friend's phone but not on yours?

Enjoy up to 30x faster speeds

Switch to Airtel Postpaid

Airtel 5GPlus is available in selected areas depending on the network availability. For details, visit airtel.in/SGAG5



Freddy won't keep you waiting any longer.

Watch now with Airtel Xstream Premium. Get 15+ OTT

Buy Now at ₹199/month



Quality Customers

B2B Retool



Revamped go-to-market

Raising the game on execution

From

To

Enterprise

Farming

Hunting and Farming



Account planning excellence

SME

Channel Led

Insourced



Consistent experience delivery

SOHO

Diffused accountability

Ownership at Store



Locking-in with adjacencies

Ubiquitous connectivity

Our strategy



Brilliant Experience

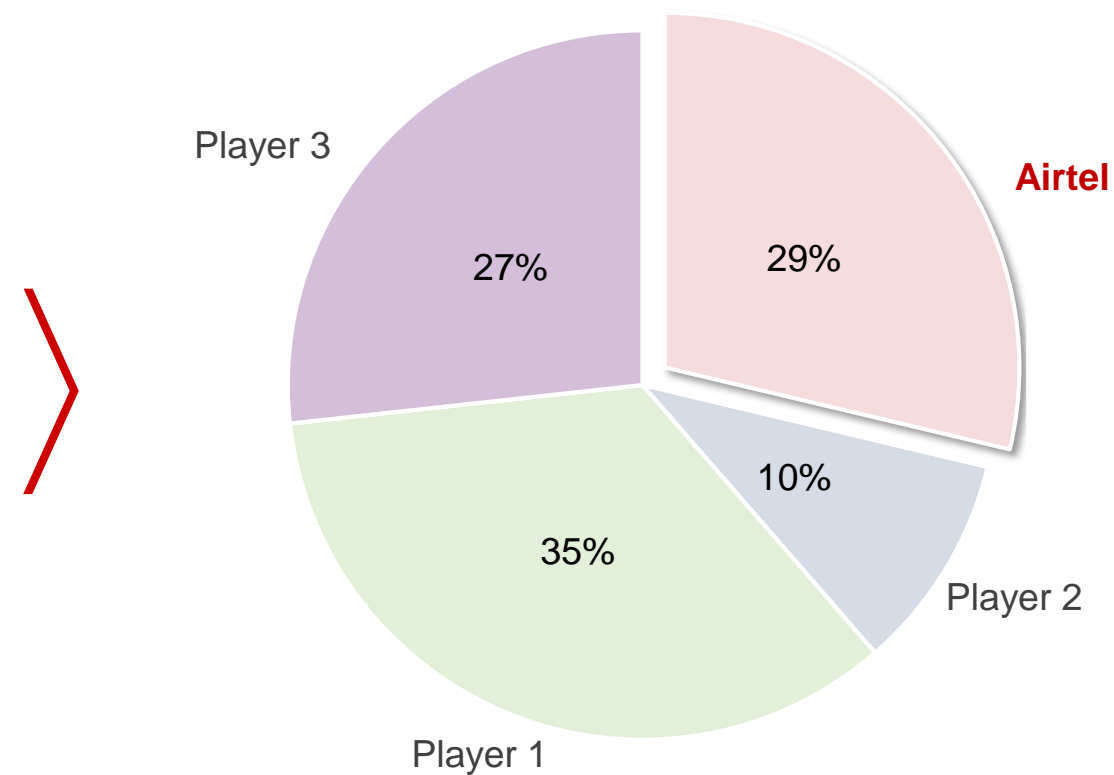
Network: Largest portfolio of mid-band spectrum



Our Portfolio

<u>Band</u>	<u>Footprint</u>	<u>Holding per Circle</u>
Low Band	Pan India	5 – 15 Mhz
Mid Band	Pan India	50 – 75 Mhz
3.5 GHz	Pan India	100 Mhz
mmWave	Pan India	800 Mhz

Share of Spectrum



~800,000 villages and towns covered by our network

Brilliant Experience

Network: Footprint



4G coverage

5G coverage



Towns

All 7,900 towns

All 7,900 towns



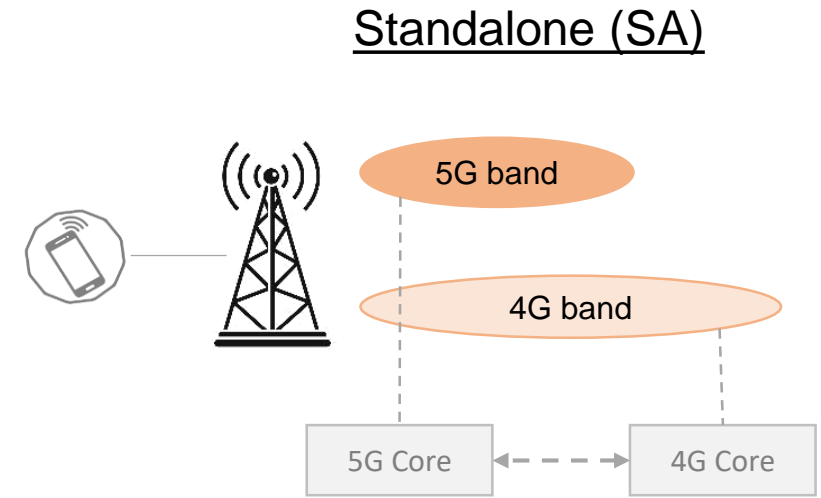
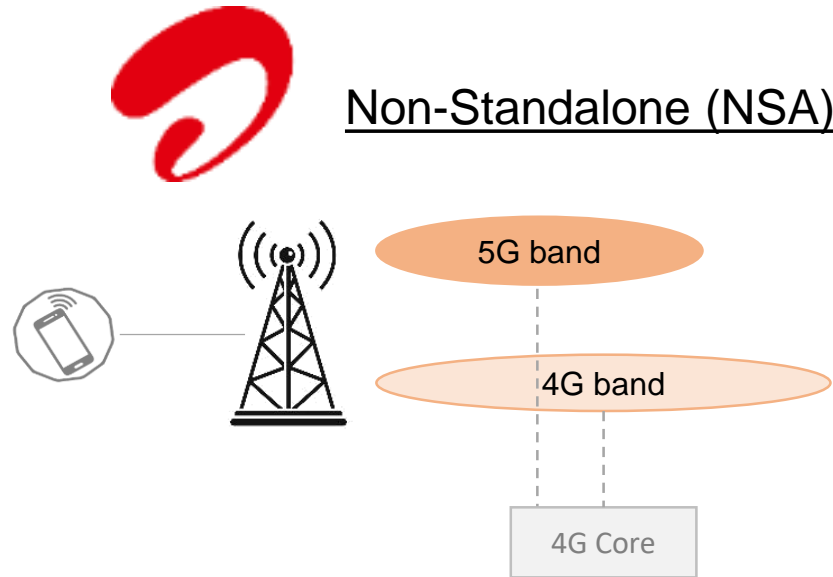
Villages

8 lacs villages

1.4 lacs villages

Brilliant Experience

5G: Proven bet with NSA technology (1/2)



Proven benefits of NSA

- + 30% higher coverage
- + Better experience
- + Lower capex
- + Lower carbon footprint

Brilliant Experience

5G: Proven bet with NSA technology (2/2)

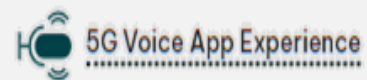
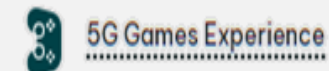


Demonstrated in the market



OPEN SIGNAL

Won 5 out of 6 Open Signal awards

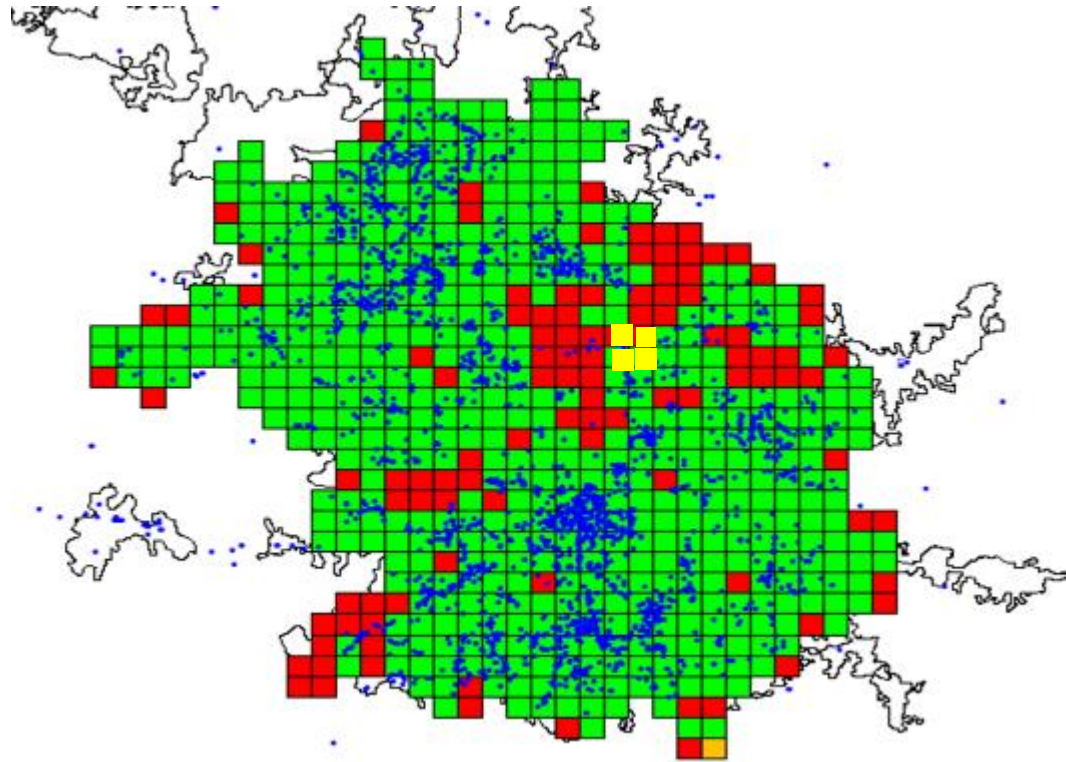


Brilliant Experience

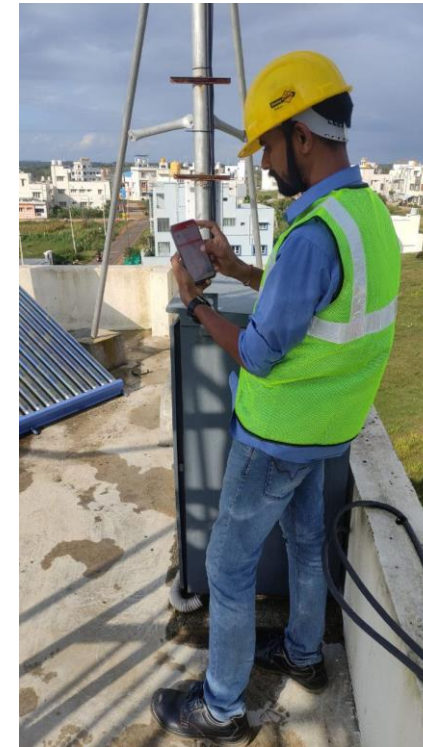
World class micro marketing



Customer experience measured at 1 Million micro markets



Insight into action for the frontline

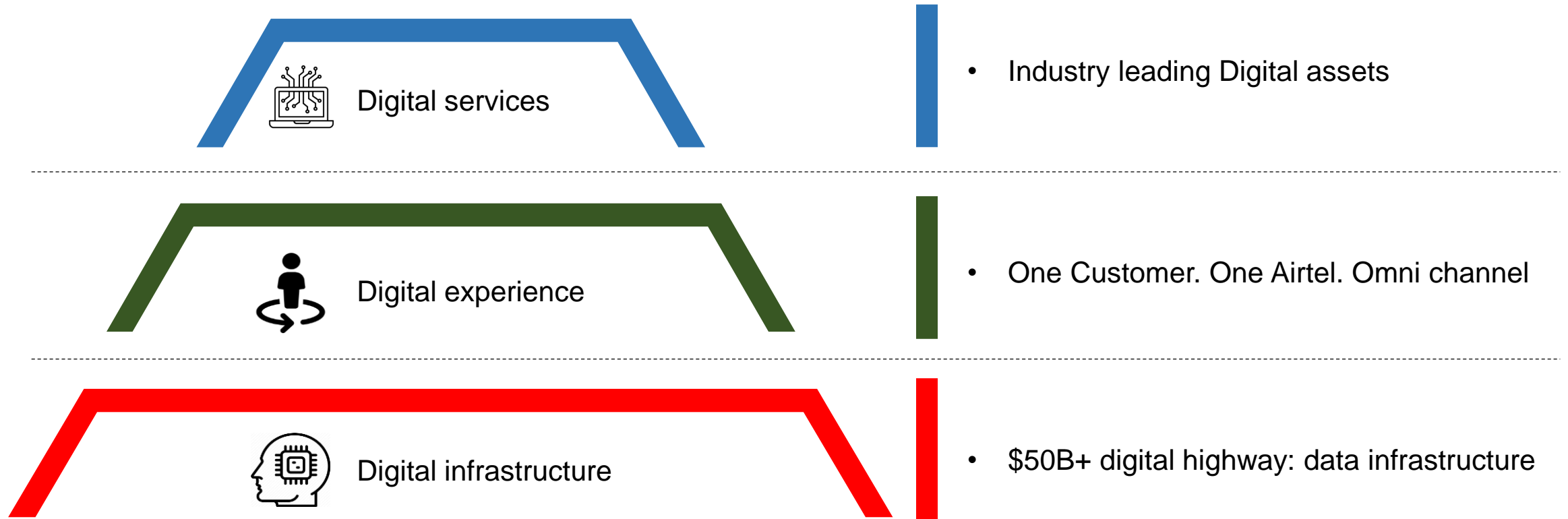


Our strategy



Compelling Capabilities

Digital at the core

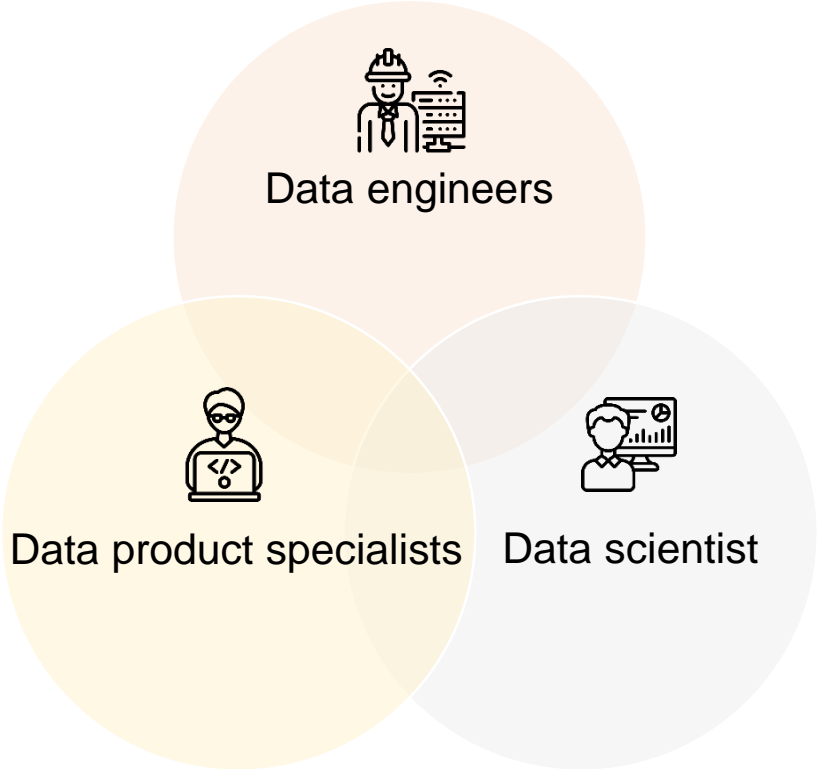


Digital Infrastructure

Data at the heart



Strong Data team



Capabilities Extracted



Customer-360 with 2K+ attributes



Moment store with contextual triggers for upsell



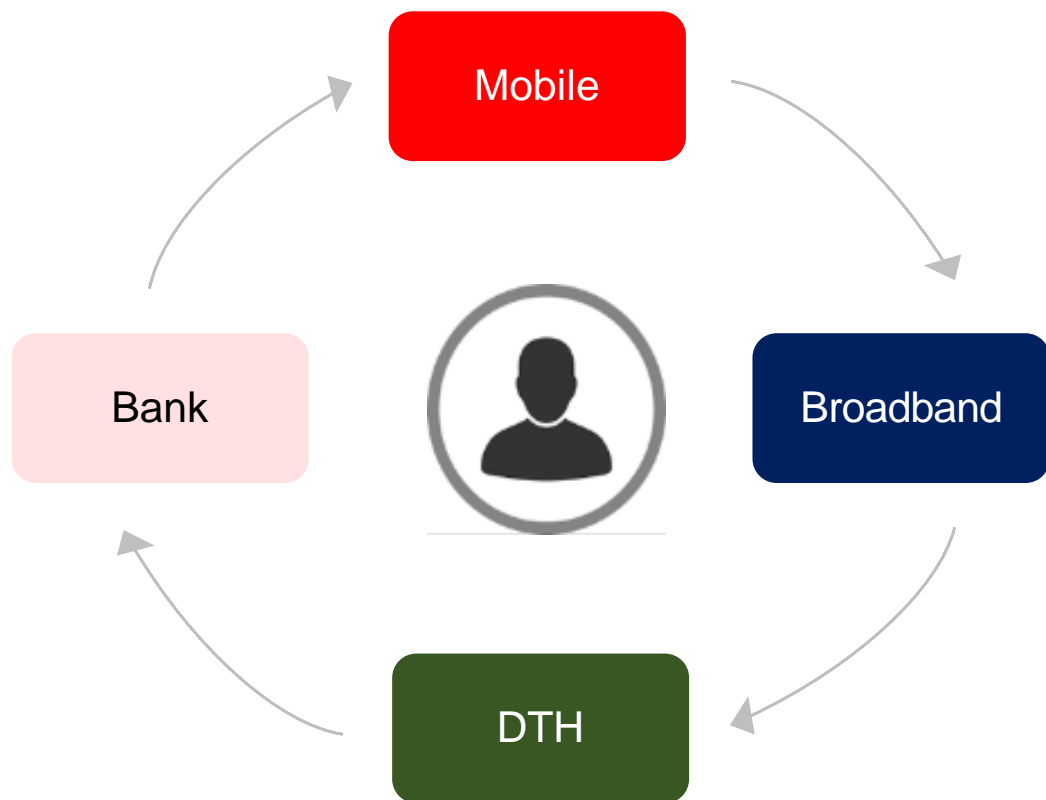
AI models – e.g. recommendation engine, credit score

Digital Experience

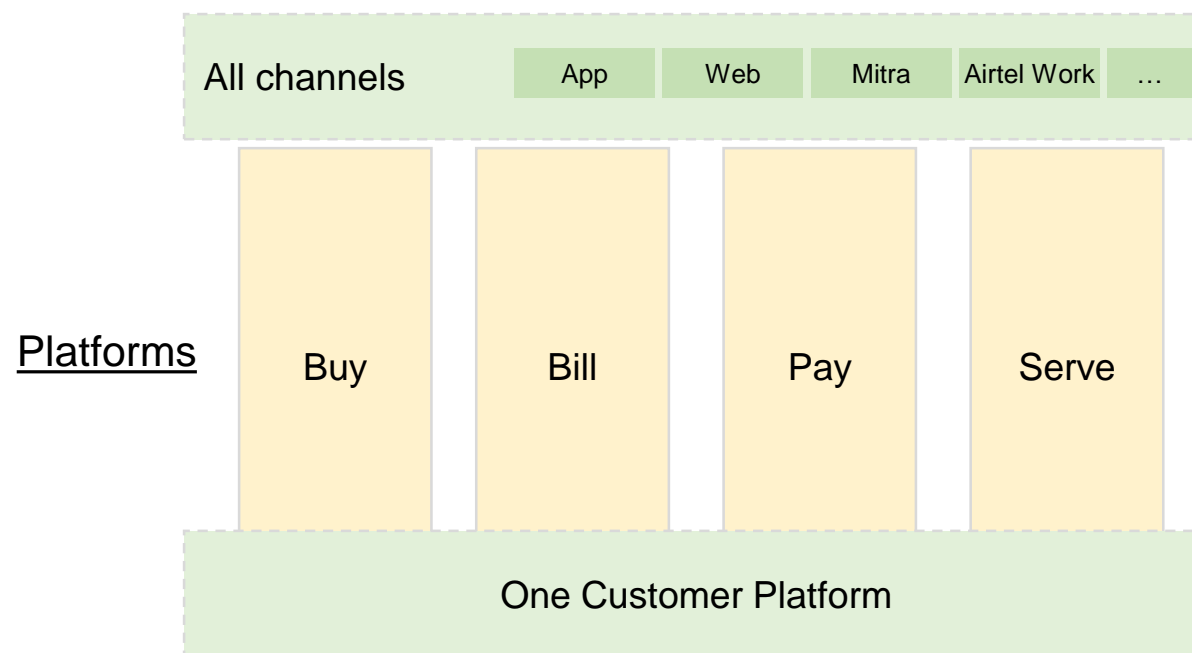
Omni Channel Experience – One view of the customer



“One Airtel” view of customer



Platform-based architecture

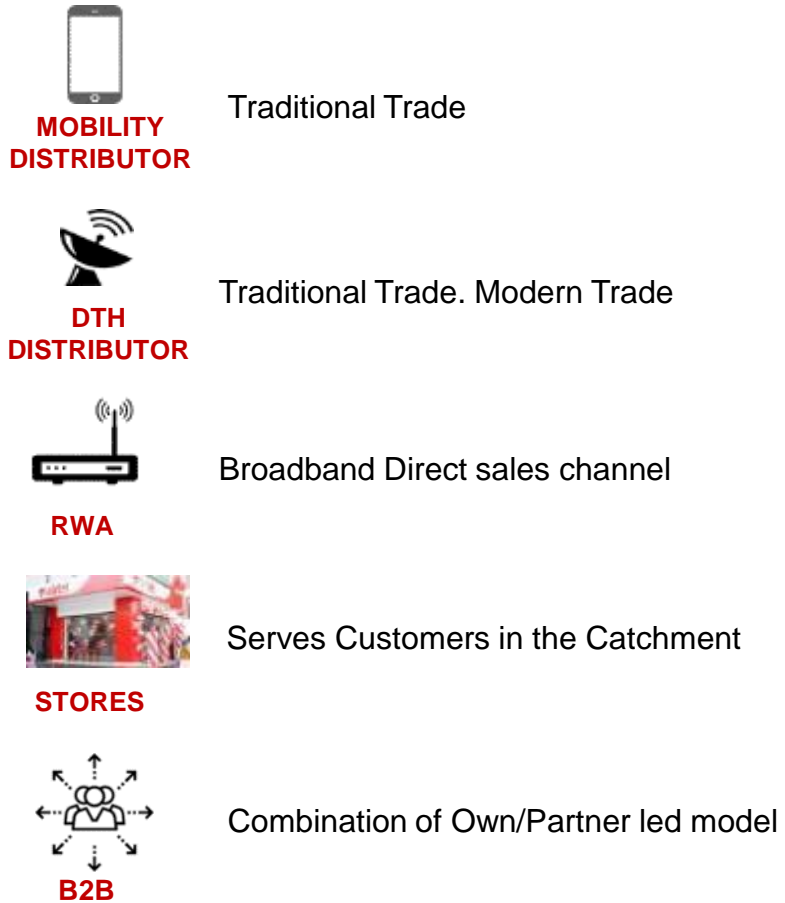


Digital Experience

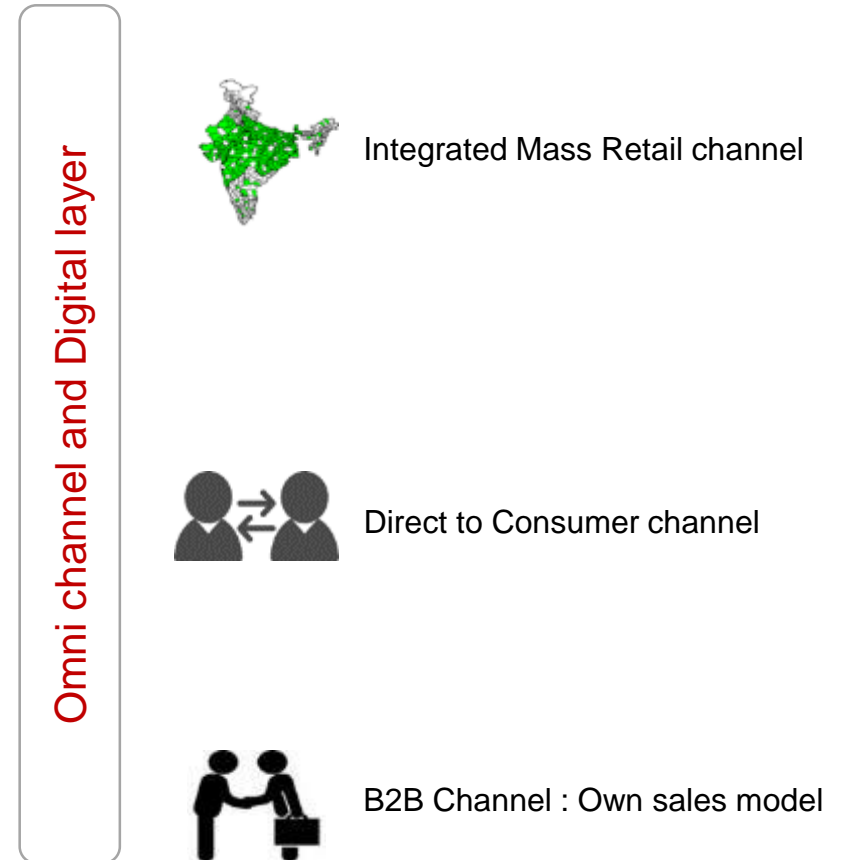
Omni Channel Experience: One view of our Go-to-market



From: A Business specific go-to-market



To: A One Airtel go-to-market



Digital Services

Several digital services that ride on our strengths



Financial Services



Cloud Communication



Cloud and Security



Data Centers



Entertainment



Payments









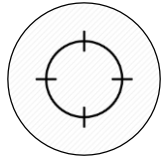
Our strategy



How should you look at Airtel India



		<u>FY 24</u>	<u>Immediate Goal Post</u>
	ARPU (in INR)	209 (Q4)	300
	Non-Mobile Contribution (%)	22%	Expand
	EBITDA (INR Cr)	59,009	> Revenue growth
	Capex/Revenues (%)	30%	Moderate
	Free Cashflow (INR Cr)	25,657	Strong cash generation
	Net Debt/EBITDA (times)	3.0	Meaningfully lower



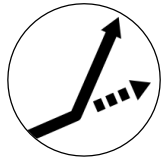
Well positioned as a portfolio : Businesses and Capabilities



The opportunity is exciting and attractive



A Proven Execution model with a cohesive and simple strategy



Now at a cusp to become a strong digital services provider

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