

# Becoming a future ready enterprise



## Inputs



### FINANCIAL CAPITAL

₹ 789,298 Mn Equity  
₹ 1,031,086 Mn Net Debt



### MANUFACTURED CAPITAL

237,577 Mobile network towers  
752,136 Mobile broadband base stations  
355,079 Rkms Optic fibre network  
7 Submarine cable system  
65 Global points of presence  
980+ New mobile network towers installed in difficult terrains  
Significant investments towards hyperscale data centres



### INTELLECTUAL CAPITAL

Future Ready Brand  
Enriched pool of digital talent  
Ecosystem of strategic partnerships to drive open innovation  
Robust systems and processes aligned to ISO 27001, ISO 22301 and ISO 9001



### HUMAN CAPITAL

14,774 Employees on roll  
4,862 New employees hired in FY 2021-22  
53,000+ Contractual employees  
₹ 95 Mn Spent on all trainings  
9 Average training hours per employee  
Numerous interventions for diversity and inclusion  
~95% Employees covered in health & safety trainings



### SOCIAL AND RELATIONSHIP CAPITAL

~360 Mn Total India customers  
700,000+ Investors  
2,900+ Active supplier base  
6,600 Rural outlets  
~1.13 Mn Pan India retailers  
~₹450 Mn Spent on social activities



### NATURAL CAPITAL

1,238,825.20 MWh Electricity consumed in own operations<sup>1</sup>  
18,720 KL Diesel consumed in own operations<sup>1</sup>  
91,375.98 MWh Total Renewable energy consumed  
13,500 Green sites  
3,911 Indoor BTS sites converted to outdoor sites



## Building a resilient value chain

A bouquet of digital services firing on all cylinders

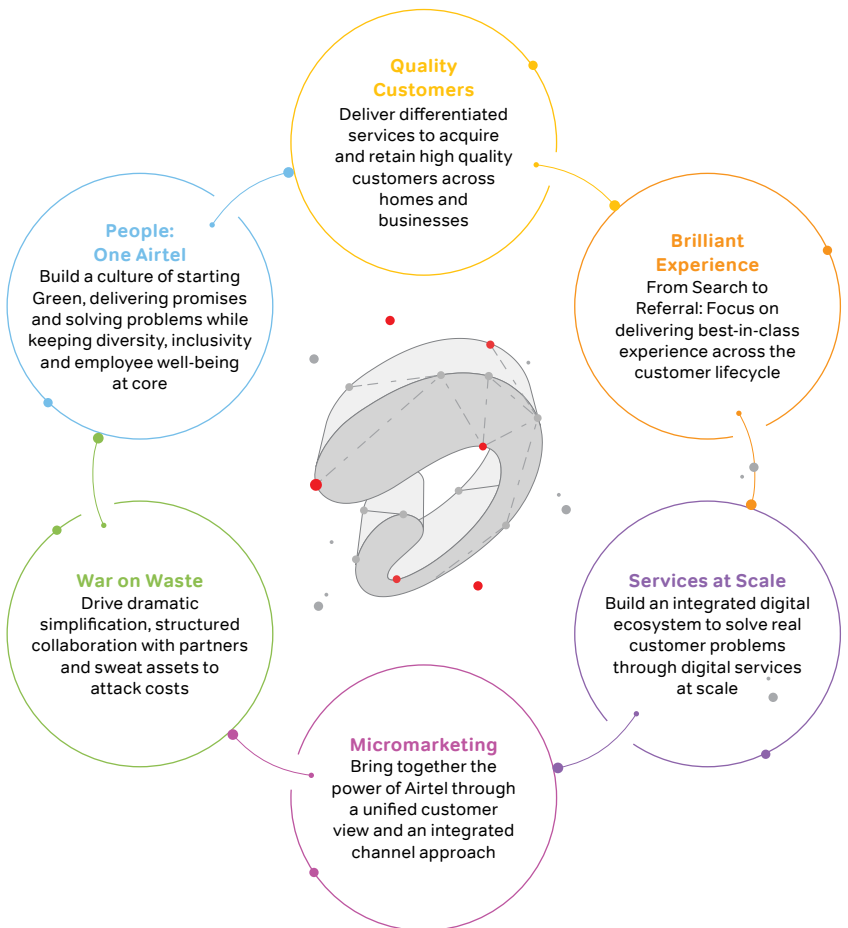
Mobile Services

Digital TV Services

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Operating Environment (Page 42)

Our Capitals (Page 64)



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## Creating sustainable value for all stakeholders and society



Investors



Network Partners



Suppliers



Employees

<sup>1</sup> Now including all USOF (Universal Service Obligation Fund) and FOC (Free of Cost) sites:

- > Greater network penetration required installation of network towers and communication equipment at USOF sites (in rural and remote areas) and other FOC sites.
- > Established of new Data centers.

Airtel Business

Homes Services



### Vision

- Enrich the lives of our customers
- Win customers for life through an exceptional experience



### Objectives

- Grow market share
- Grow revenue
- Drive down cost



### Values

- Alive
- Inclusive
- Respectful



## Outputs



### FINANCIAL

**₹ 706,419 Mn** Revenue  
**50.4%** EBITDA margin  
**₹ (36,250) Mn** Profit after tax  
**₹ 369,253 Mn** Cash generated from operations  
**₹ 501,550 Mn** Paid to exchequer  
**2.9x** Net debt to EBITDA ratio  
**₹ 3/share** Dividend recommended<sup>1</sup>  
**₹ 4,303 Bn** Market capitalisation



### MANUFACTURED

#### Data Traffic:

Mobile Services: **45,203 Bn MBs** | ~39% Y-o-Y ↑  
 Homes Services: **7,943 Bn MBs** | ~50% Y-o-Y ↑

#### Minutes on Network (Gross):

**4,732 Bn** | ~10% Y-o-Y ↑

#### Coverage:

**95.7%** Population (Mobile)  
**847** Cities (Homes)  
**639** Districts (Digital TV)  
**1 Mn+** Customers benefitted in difficult terrains  
 Launch of Airtel Black – India's first all-in-one solution for homes  
 India's first operator to conduct 5G trials  
 12 large and 120+ edge data centers



### INTELLECTUAL

**₹ 890,535 Mn** Intangible assets and goodwill  
 Incubation of strong digital assets resulting in new revenue streams

**189 Mn+** Digital monthly active users

A-SON (Self Optimising Network) awarded the Innovative Mobile Service and Application honour at the prestigious GTI Awards 2022



### HUMAN

**₹ 5,039,726** Gross revenue per employee per month

**4.3** Employee engagement score (out of 5)

**91%** Succession rate for middle and top level management (36% Y-o-Y ↑)

**16.3%** Women in STEM-related positions (148% Y-o-Y ↑)

**8.9%** Women in management positions in revenue-generating functions (53% Y-o-Y ↑)

**10%** Women out of total employees (11% Y-o-Y ↑)



### SOCIAL & RELATIONSHIP

**12%** Reduction in customer complaint calls over FY 2020-21 (across all businesses)

Exceptional indoor network experience through new spectrum rollout  
**45** Investor complaints received and resolved

**₹ 863,821 Mn** Payments to suppliers

**Increased** ESG awareness and training programs for suppliers  
**Impact (cumulative) through programmes of Bharti Foundation since inception:**

**2.5 Mn+** Community members

**7 Lakhs+** Students

**13,900+** Schools



### NATURAL

**10%** Increase in renewable energy in own operations

**12,263 MWh** Energy savings through conservation initiatives<sup>2</sup>

**2,951 MT** E-waste recycled

**~667 Tonnes** Paper saved due to E-bill initiatives

**₹ 460Mn+** Total annual cost savings from energy conservation initiatives<sup>2</sup>

**0.12 tCo<sub>2</sub>/TB** Emission intensity (Network)



## Outcomes

- Improvement in Operating Margins
- Robust Operating Cash Flow
- Deleveraging of Balance Sheet
- Shareholder value creation

- 5G-ready network
- Enhanced digital inclusivity through extending high-speed data connectivity to data-starved regions

- Ready for the Digital Next
- Loyal customer base engaged deeply with digital offerings

- Improved employee well-being with safer and healthier workplace
- Enhanced diversity and inclusion
- Exceptional people experience with renewed employee value proposition

- Consistently ranked among the Most Trusted Brands in India
- Enhanced supplier engagement to promote ESG integration and sustainable procurement

- Committed to net-zero carbon emissions by 2050
- 100% compliance to EMF Radiation Norms



Channel Partners



Customers



Regulatory Bodies



Community / NGOs

<sup>1</sup> Subject to the approval of shareholders at ensuing Annual General Meeting

<sup>2</sup> Energy and cost savings from data centres, facilities and main switching centres.