



# Agenda

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- **Introduction to Airtel**
- Our Strengths
- The Industry and Opportunity
- Our Strategy

# Who we are

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#1

Telecom operator in India

#2

Telecom operator in Africa

#3

Telecom operator globally\*

16

Countries presence globally

*\*in terms of subscriber base*

# Our Size

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**\$13.0 B**

Global revenues in FY 2017-18

**\$4.7 B**

EBITDA in FY 2017-18

**\$0.6 B**

Free Cash Flow in FY 2017-18

**414 M+**

Customers

**115 M+**

Wireless data customers

**1.8 B+**

Addressable population

*Customer data as on Mar'18 exit*

# Our Portfolio: India



Mobile Services

**340 M+ Customers**



Airtel Business

**#1 Enterprise Telco in India**



Homes

**#1 Private Broadband Operator  
2 M+ customers**



Digital TV

**14M+ customers**



Tower Infrastructure

**Among world's largest passive  
infrastructure providers**



Payments Bank

**30 M Banking Customer**

# Our Digital Services



Wynk Music

**100 M+ Customers**



Airtel TV

**60 M+ Customers**



myAirtel

**60 M+ Customers**

One Home



Homes Platform

**One Billing Layer on all Services**



Device Platform

**Integration of Device Players, Lenders & Logistics Partners**



Payments Platform

**1 Mn Retailers on 'Mitra' app**

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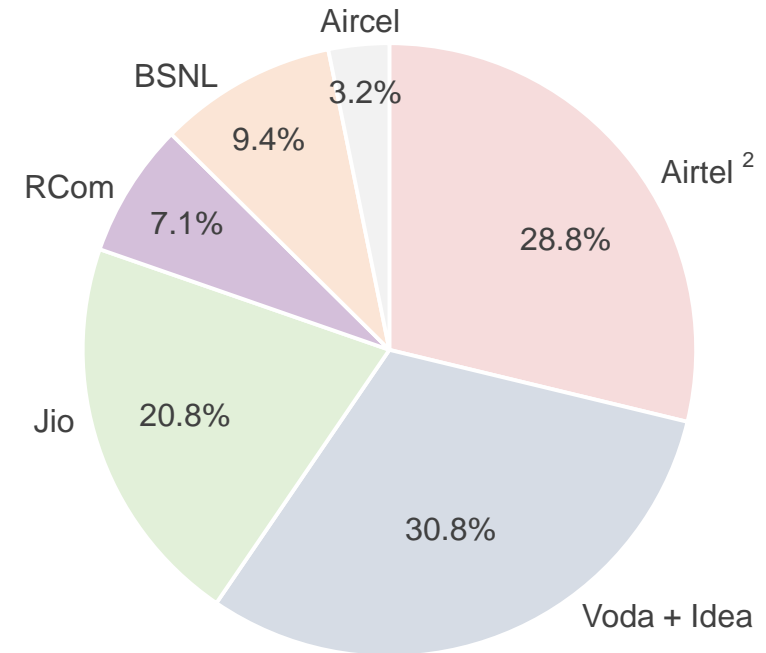
- Introduction to Airtel
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# 1a. Obsession with Network Experience : Spectrum

## Airtel's Spectrum

<u>Band</u>	<u>Footprint</u>	<u>Holding per Circle</u>
Low Band	16 Circles	5 – 10 Mhz
Mid Band	Pan India	15 – 25 Mhz <sup>1</sup>
High Band	Pan India	20 – 30 Mhz

## Share of Liberalized Spectrum



Massive spectrum holdings across all bands

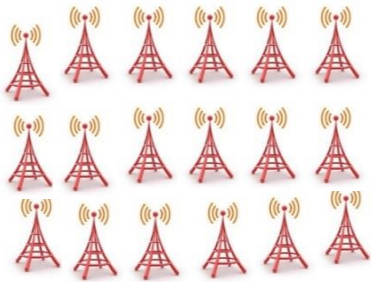
1. Except for Kolkata (9 Mhz) and West Bengal (6.2 Mhz)

2. Includes liberalized spectrum of Tata



# 1b. Obsession with Network Experience

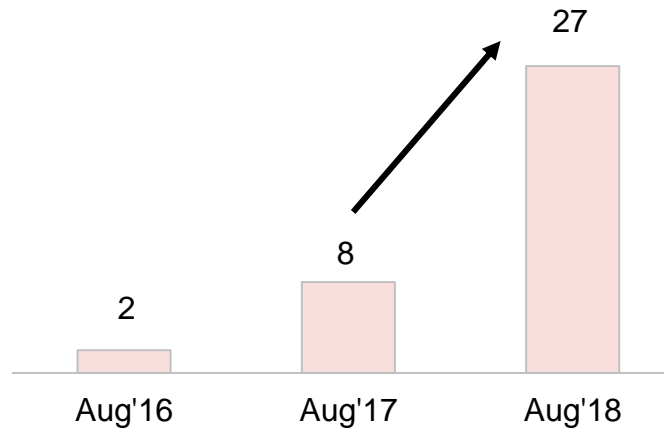
## Largest Ever Deployment



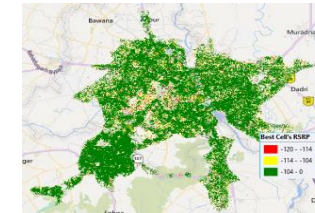
**1,90,000+ Sites**

In last 2 years

## Throughput (PBs/ Day)



## State of the Art Tools



Geo-Spatial  
Analysis



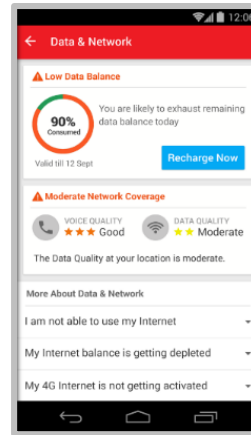
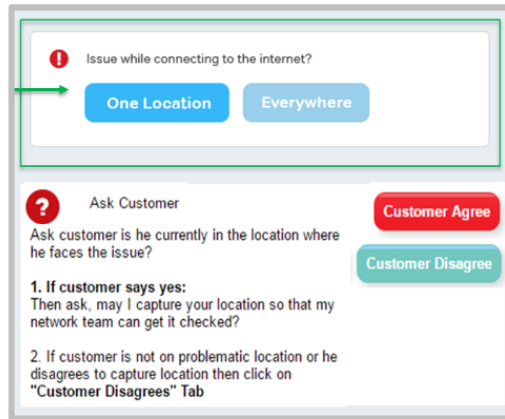
Self-Optimizing  
Network



Digitization –  
Partnered with  
SK Telecom

## 2. Obsession with Customer Experience

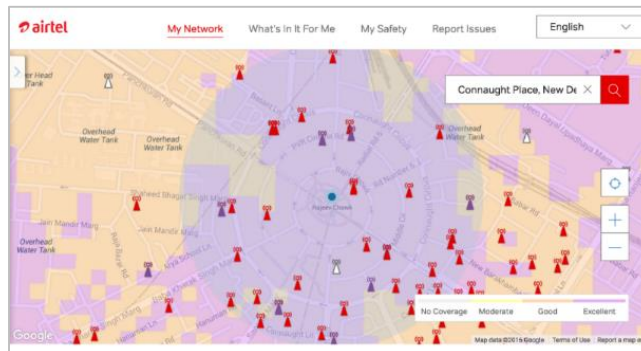
### Decision Tree Platform



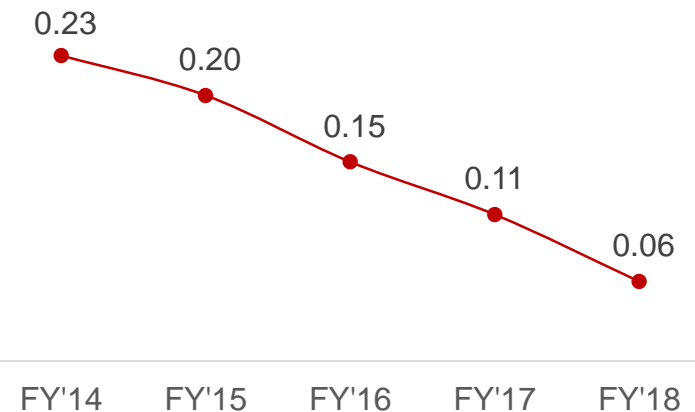
### 'Next Gen' Digital Stores



### Open Network



### Call-center Calls per customer



### 3. Scientific Sales & Marketing

#### Micromarketing

707 Districts



1.2 M Retail Outlets



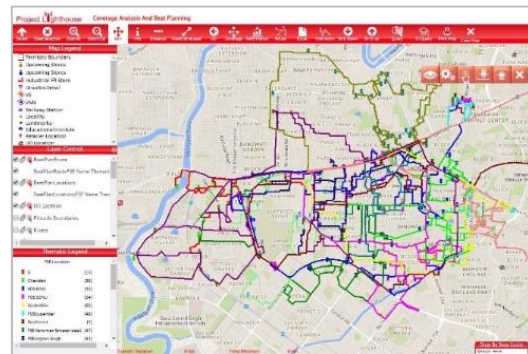
340M+ Customers



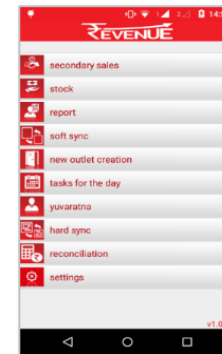
Focused Customer  
Acquisition & Retention



GOAL



Geo Spatial Analytics

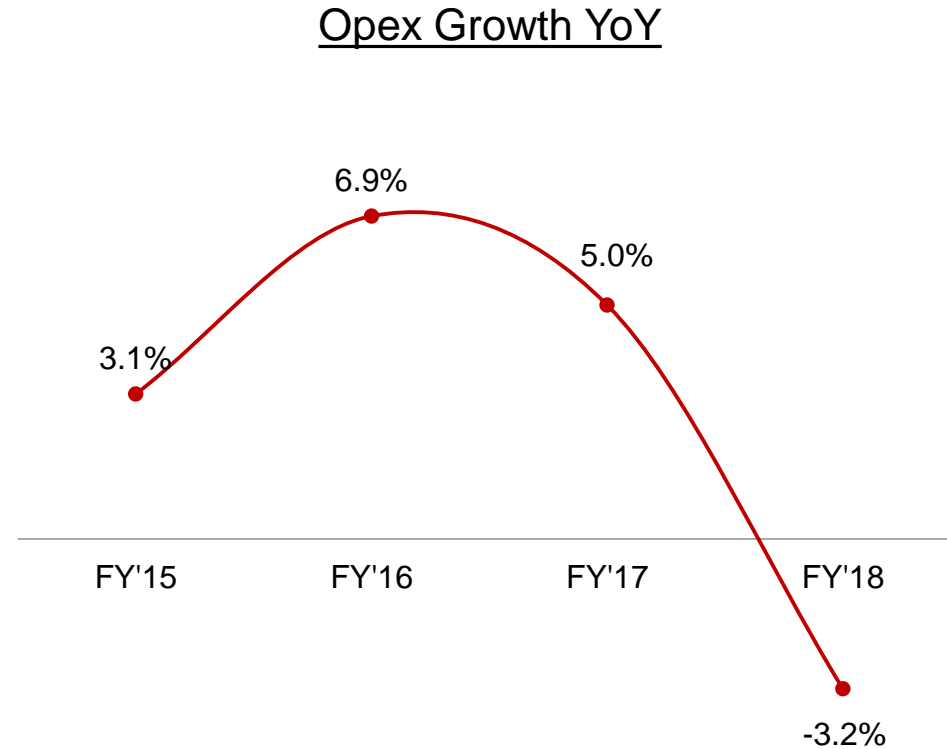


REVENUE

## 4. Obsession with Waste Reduction



- Smart Procurement
- Frugal cost culture
- Continuous process redesign



# 5. Capacity to play multiple games

## Dedicated Teams for the Core



## Preparing for the Future



Movies, Music,  
myAirtel

One Home



Open Platforms



New Products



## Design & Execution Machines



Circles



Center

Excellence in Partnerships

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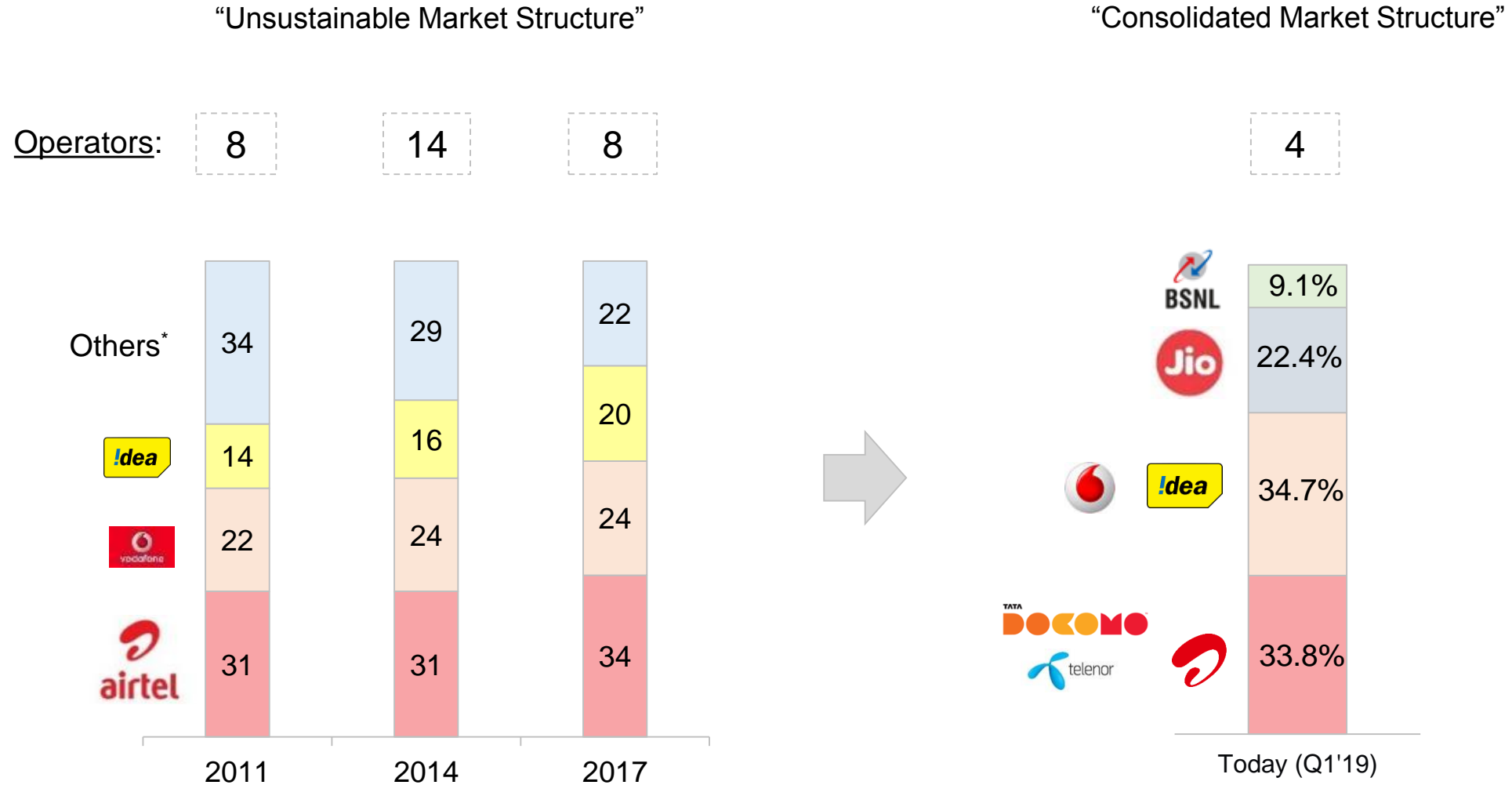
# Business Environment Remains Challenging

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- Pricing                      ARPU Erosion by 40%
- Data Usage                Traffic Explosion by 8 times
- Network                    Unprecedented Investments and Roll-out

# Competition : Structure of the Industry



\* 4 Operators exited in FY18 – Telenor and Tata (acquired by Airtel). Reliance Communications and Aircel (operations shutdown)

RMS is calculated on the basis of adjusted gross revenues including NLD. Source: TRAI



# Customers: A new customer segment has emerged

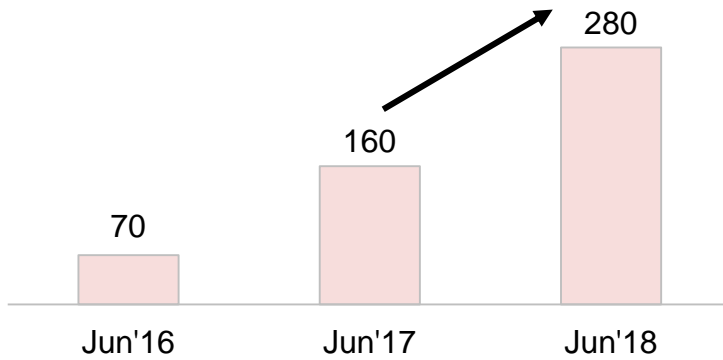
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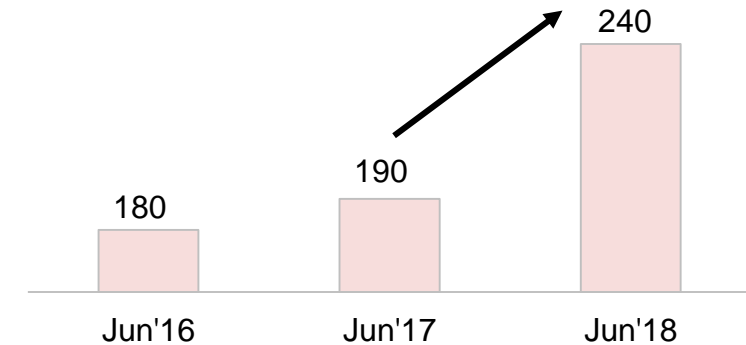
	<u>Earlier</u>	<u>Now</u>
Role of Smartphone	Voice, Some Data	Gateway to Entertainment
Pricing	Top ups, Vouchers	Bundles
SIMs	Dual	Single Consolidated
KPI	Traffic	4G net adds
2G	Acquisition	Upgradation

# Explosive 4G Growth

# 4G Phones (Mn)

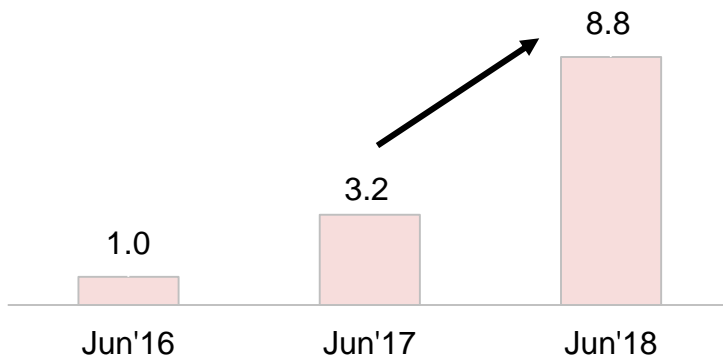


Avg. Time Spent (Mins/Day)

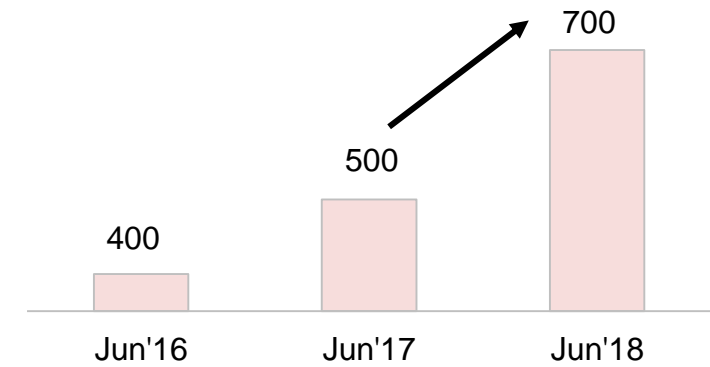


More than a  
Phone

Data usage per month (GBs)

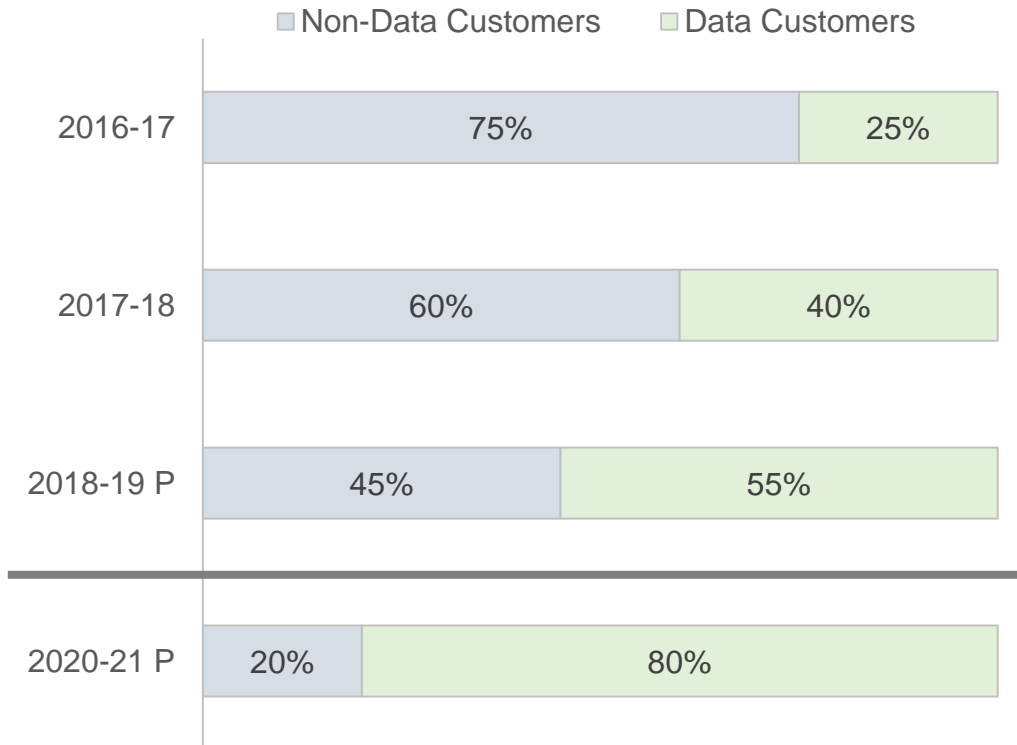


Voice Mins per month





# Market Evolution

## Shape of Industry



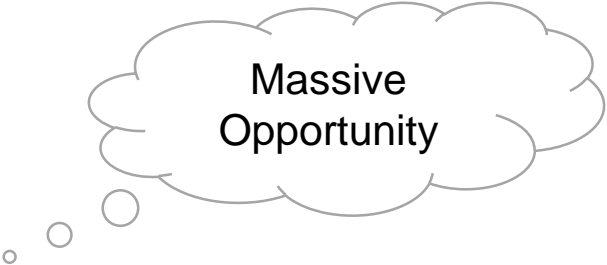
## Two markets exist simultaneously: For now

	 Today's Market	 4G Market
Customers (Mn)	650	350
ARPU (Rs.)	65	130
GB/ User/ Month	0.7 GB	9 GB
Rev. Growth	-6%	12%

# With Pricing Stability, this Market will Explode



Massive Growth with Price Repair



Pricing

No Change

Repaired

4G ARPU (Rs)

130

195

# Homes Opportunity

India is Booming  
Households with Income > Rs 5L p.a.

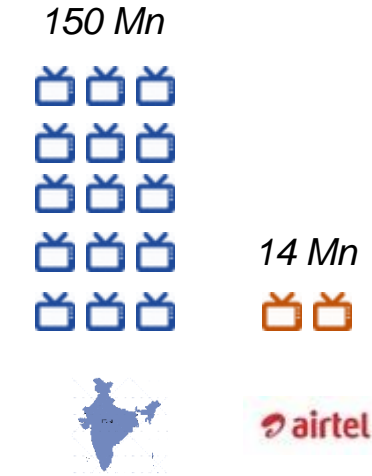


Connected Homes

Home Broadband

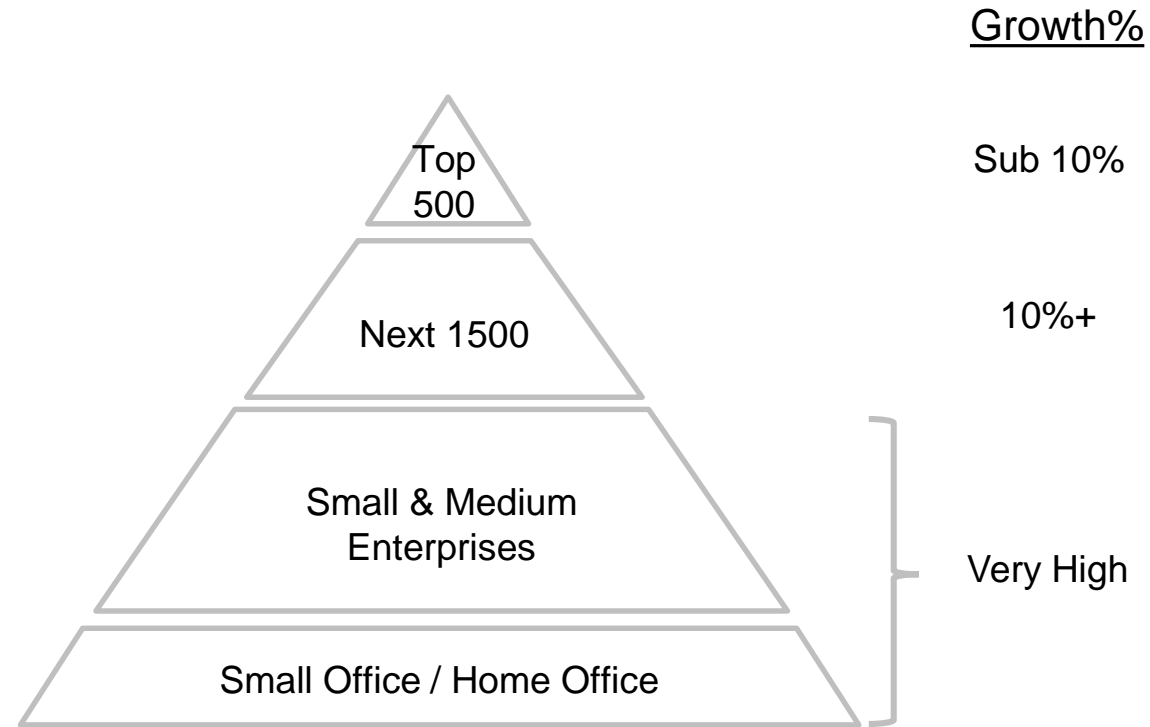


Pay TV



Homes Opportunity is Huge

# B2B Opportunity



Use occasions exploding :



Connectivity



Audio conferencing



Video Conferencing



Data Centers

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Win 4G  
decisively



Win with Brilliant  
Network  
Experience



Build New  
Revenues



Win with a War  
on Waste



Win with People



Win with a Digital Airtel



# How will we win in this market

## Win 4G Decisively



Channels



amazon

Alliances



SAMSUNG  
lenovo

oppo  
vivo



Grow Share of Devices

Platform



Drive Upgrades

Wrest Back Primary Slot

Lock-in Customers

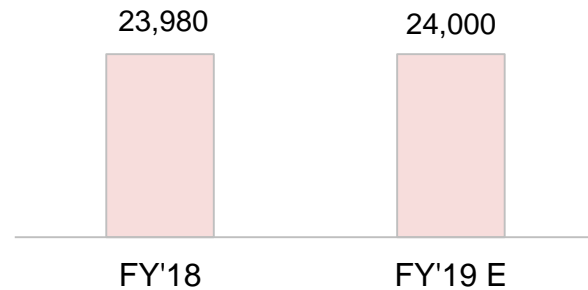
Brilliant Micro-marketing

# How will we win in this market

## Win with Brilliant Network Experience



### One More Year of High Capex (Rs Cr)



### Accelerate Capacity

- More Bits per Hz
- Extreme scale Flat IP

### Ubiquitous Coverage

- 4G Everywhere
- Densify Fiber

### Dramatically Improved Quality

- Network Digitization
- Operational Rigour

# How will we win in this market

## Build New Revenues

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Accelerate Homes

Grow SME and go Deep



**airtel** Payments  
Bank

Grow Payments Bank, Video, Music



Accelerate Data Centers, IOT, Security

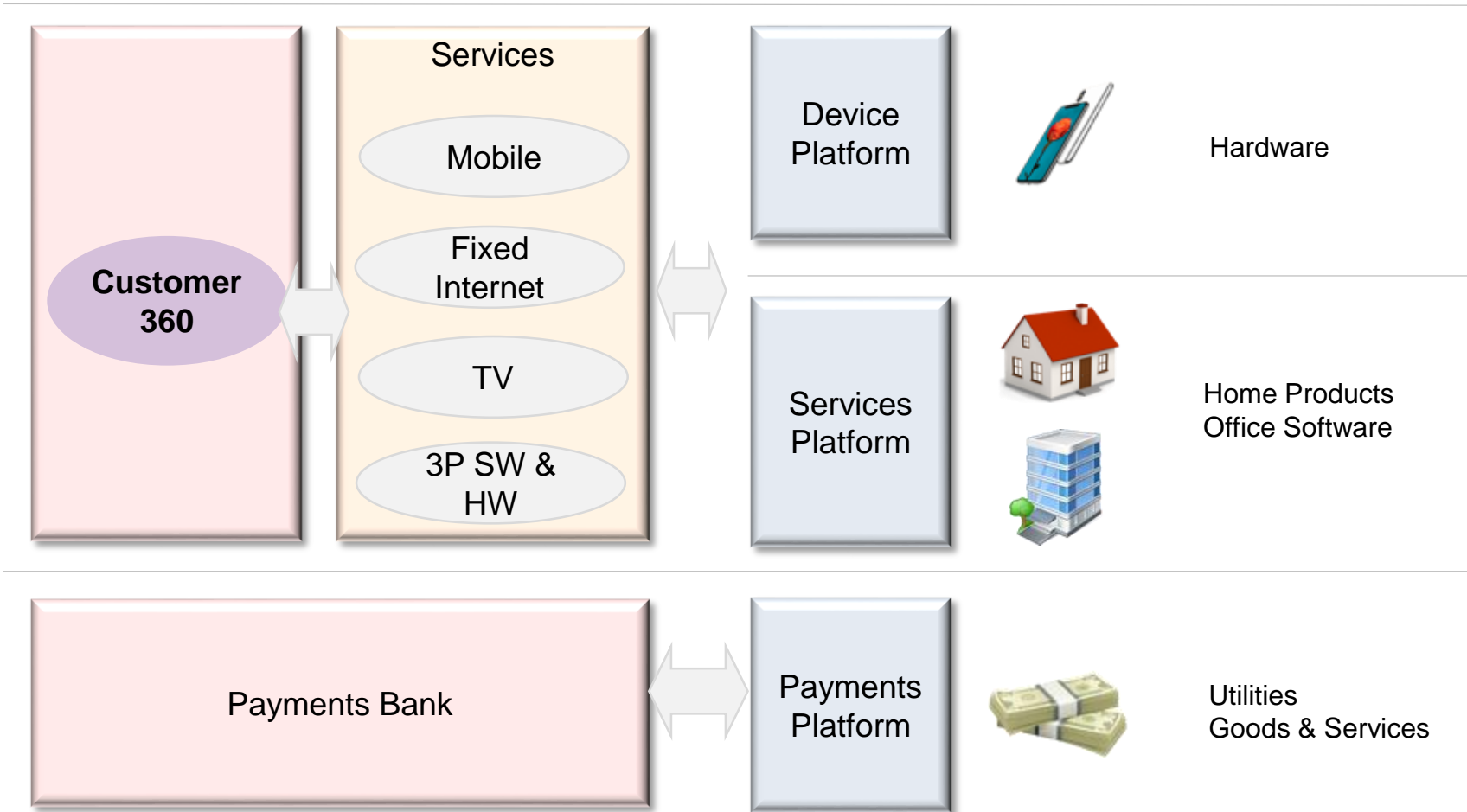
# How will we win in this market

## The Open Telco : Attract Multiple Partners to help build new revenues



### Open Platforms & Alliances

#### Platforms



#### Alliances (Examples)

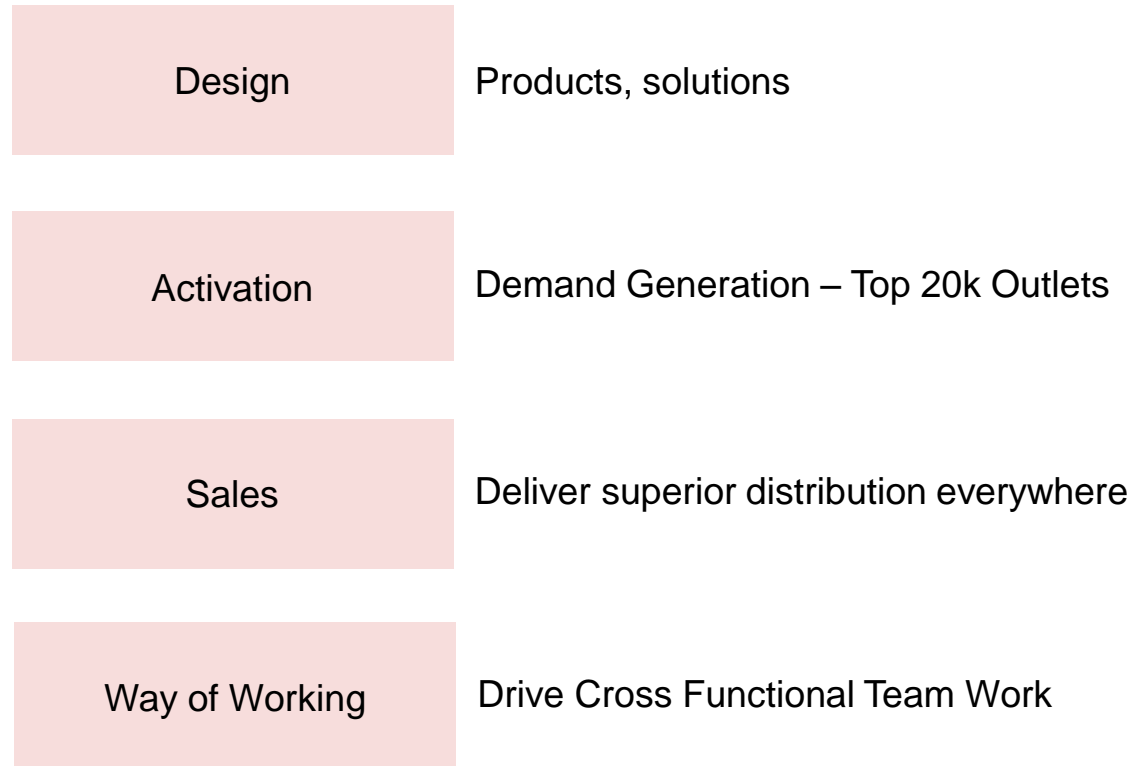


# How will we win in this market

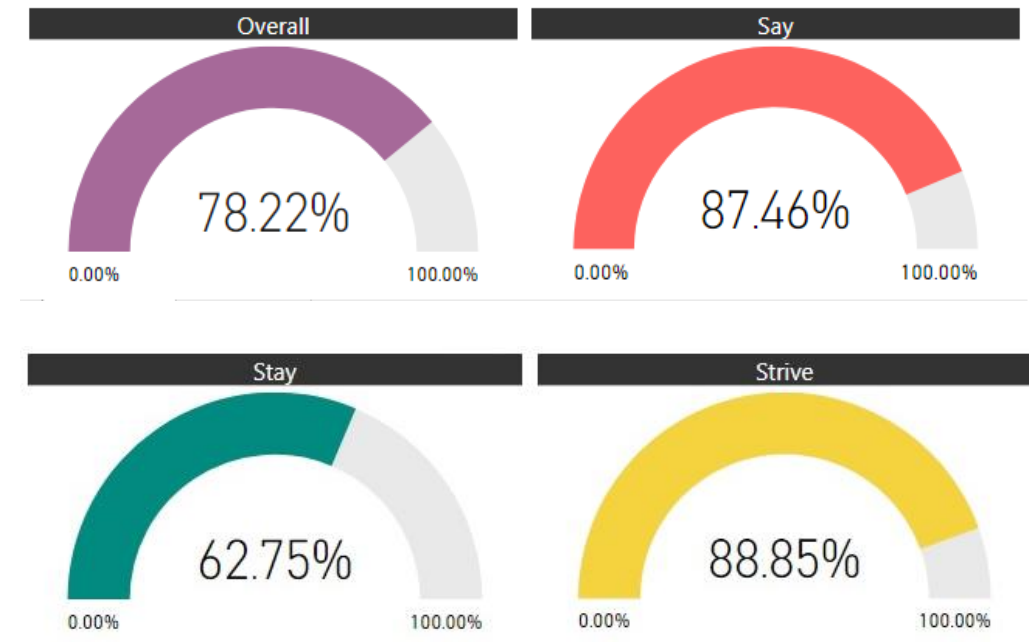
## Win with People



### New Organization – Design & Delivery



### High People Engagement Scores



Build Airtel of the future through Digital Talent

# Summary

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- We are very well positioned
- A 3+1 player industry is a great outcome
- The long term opportunity is massive
- Going forward, our vision is to be an Open Telco