



December 08, 2017

**National Stock Exchange of India Limited**  
Exchange Plaza, C-1 Block G  
Bandra Kurla Complex, Bandra (E)  
Mumbai – 400051

**BSE Limited**  
Phiroze Jeejeebhoy Towers  
Dalal Street  
Mumbai – 400001

**Ref: Bharti Airtel Limited (532454 / BHARTIARTL)**

**Sub: Participation at the Investor Conference and Presentation to Investors**

Dear Sir / Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we wish to inform you that the Company has participated at the 'Bharti Airtel - Africa Analyst Day' held in Uganda on December 07, 2017 and December 08, 2017.

The presentation made by the Company to the investors at the aforesaid conference is enclosed.

We request you to take the above information on record.

Thanking you,

Sincerely Yours,

**For Bharti Airtel Limited**

**Rohit Krishan Puri**  
**Dy. Company Secretary**  
Enc: a/a



**Bharti Airtel Limited**  
(a Bharti Enterprise)

Regd. & Corporate Office: Bharti Crescent, 1, Nelson Mandela Road, Vasant Kunj, Phase II, New Delhi - 110 070  
T.: +91-11-4666 6100, F.: +91-11-4166 6137, Email id: [compliance.officer@bharti.in](mailto:compliance.officer@bharti.in), [www.airtel.com](http://www.airtel.com)  
CIN: L74899DL1995PLC070609



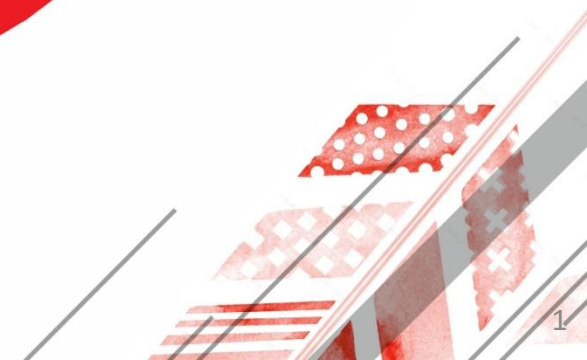
THINK LIKE AN  
**ATTACKER**   
TO **WIN**  
DISRUPTIVELY



***AIRTEL***

***Africa Day***

***7<sup>th</sup> December 2017***





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Actual results, performances or events may differ materially from these forward-looking statements including the plans, objectives, expectations, estimates and intentions expressed in forward looking statements due to a number of factors, including without limitation future changes or developments in our business, our competitive environment, telecommunications technology and application, and political, economic, legal and social conditions in the country. It is cautioned that the foregoing list is not exhaustive

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Certain numbers in this presentation have been rounded off for ease of representation



Investor Relations :- <http://www.airtel.in>  
For any queries, write to: [ir@bharti.in](mailto:ir@bharti.in)



## ***Index***

*Airtel journey in Africa, 2010 - 16*

*Africa learnings*

*What has happened in Africa in last 6 quarters?*

*What did we do?*

*Financial performance*

*Way ahead*



## *Airtel journey in Africa, 2010 - 2016*





# A lot has happened in Africa

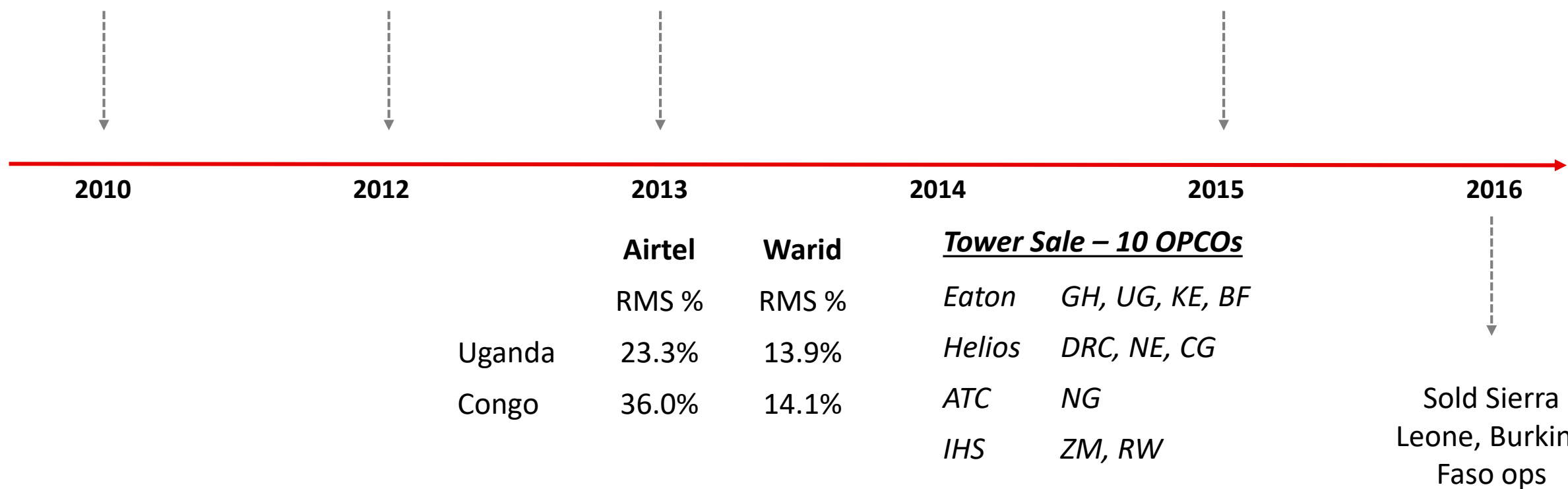


Acq. Zain Africa  
15 operations;  
& Telecom  
Seychelles

Acq. Rwandatel's  
GSM license in  
Rwanda

Acq. Warid in  
Congo B & Uganda

Acq. Yu telecom's  
customers in  
Kenya





# We believed we could replicate the India success story



Aggressive network expansion

9000+ sites added in 6 yrs

3G roll out in all OPCOs

Pricing drop to fuel elasticity, like in India

Replicated India outsourcing model

e.g., Call center, IT, Managed services

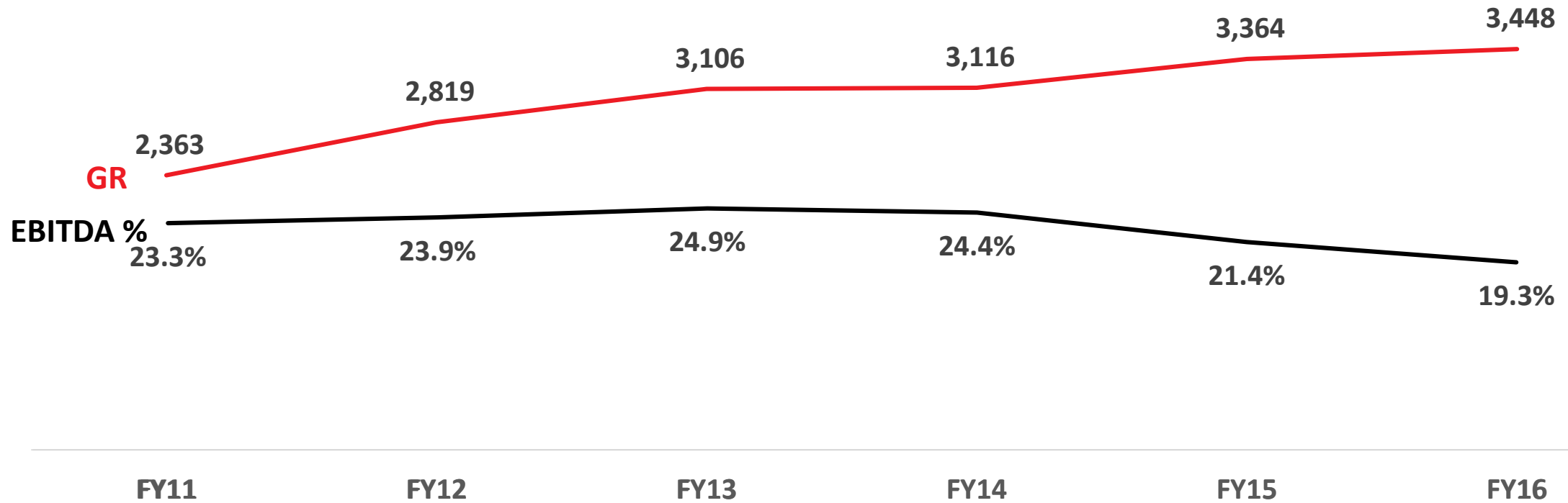
In-country merger

Uganda, Congo B, Kenya





# Financial performance



Note: GR in \$ mn & constant currency (Mar'2016), EBITDA margin in %



## ***Africa learnings***





# Learnings

Wide range of GDP per Capita, across Countries

| Country    | Population (mn) | GDP (\$bn) | GDP per capita (PPP) |
|------------|-----------------|------------|----------------------|
| DRC        | 79              | 35         | 742                  |
| Niger      | 21              | 7.5        | 907                  |
| Malawi     | 18              | 5.4        | 1,084                |
| Madagascar | 25              | 10         | 1,396                |
| Uganda     | 42              | 26         | 1,714                |
| Rwanda     | 11              | 8          | 1774                 |
| Chad       | 14              | 10         | 1,846                |
| Tanzania   | 50              | 47         | 2,583                |
| Kenya      | 49              | 71         | 2925                 |
| Zambia     | 17              | 20         | 3,636                |
| Ghana      | 28              | 43         | 3,980                |
| Congo B    | 5               | 8          | 5,301                |
| Nigeria    | 186             | 405        | 5,439                |
| Gabon      | 2               | 14         | 16,786               |
| Seychelles | 0.1             | 1          | 26,319               |
| India      | 1,299           | 2,263      | 6,092                |





# Learnings

Wide range of GDP per Capita, across Countries

Vast geography with high urbanization



| Country    | Population (mn) | Area (sq km) | Population density (person/sq km) | Urbanization % |
|------------|-----------------|--------------|-----------------------------------|----------------|
| Seychelles | 0.1             | 455          | 206                               | 54%            |
| Gabon      | 2               | 267,667      | 8                                 | 87%            |
| Congo B    | 5               | 342,000      | 15                                | 65%            |
| Rwanda     | 11              | 26,338       | 483                               | 29%            |
| Chad       | 14              | 1,284,000    | 11.5                              | 23%            |
| Zambia     | 17              | 752,618      | 22                                | 41%            |
| Malawi     | 18              | 118,484      | 192                               | 16%            |
| Niger      | 21              | 1,267,000    | 16                                | 19%            |
| Madagascar | 25              | 587,041      | 43                                | 35%            |
| Ghana      | 28              | 238,535      | 124                               | 55%            |
| Uganda     | 42              | 241,038      | 207                               | 16%            |
| Kenya      | 49              | 580,367      | 85                                | 26%            |
| Tanzania   | 50              | 947,300      | 63                                | 36%            |
| DRC        | 79              | 2,344,858    | 35                                | 43%            |
| Nigeria    | 186             | 923,768      | 204                               | 48%            |
| India      | 1,299           | 3,287,000    | 445                               | 33%            |



Source: [tradingeconomics.com](http://tradingeconomics.com); [www.statista.com](http://www.statista.com)



Wide range of GDP per Capita, across Countries

Vast geography with high urbanization

Market infrastructure

- Few large businesses control the market

- Low capital availability

- Common distributors/wholesalers

Fast evolving into modern trade

High cost of infrastructure





# Africa Telecom



Scale is small, with moderate competition intensity

| Country    | Market size (Mn \$) | Key Telecom operators | Airtel RMS % (2016) |
|------------|---------------------|-----------------------|---------------------|
| Nigeria    | 7,116               | 6                     | ~20%                |
| Kenya      | 2,071               | 3                     | <10%                |
| Ghana      | 1,151               | 5                     | 10-20%              |
| DRC        | 1,125               | 6                     | 20-30%              |
| Tanzania   | 1,090               | 5                     | 20-30%              |
| Uganda     | 697                 | 5                     | 30-40%              |
| Congo B    | 438                 | 3                     | >40%                |
| Zambia     | 415                 | 3                     | >40%                |
| Gabon      | 380                 | 4                     | >40%                |
| Niger      | 352                 | 4                     | >40%                |
| Chad       | 291                 | 3                     | >40%                |
| Rwanda     | 185                 | 3                     | 10-20%              |
| Madagascar | 173                 | 3                     | >40%                |
| Malawi     | 165                 | 4                     | >40%                |
| Seychelles | 51                  | 2                     | >40%                |





# Africa Telecom



Scale is small, with moderate competition intensity

High on-net minutes & dual SIM usage

| Country    | Local IUC rate (\$ cents) | On-net % | Dual SIM penetration % |
|------------|---------------------------|----------|------------------------|
| Rwanda     | 2.7                       | >80%     | 79%                    |
| Uganda     | 4.0                       | >80%     | 64%                    |
| Chad       | 11.0                      | >80%     | 48%                    |
| Zambia     | 1.3                       | >80%     | 56%                    |
| Madagascar | 4.3                       | >80%     | 40%                    |
| Malawi     | 4.0                       | >80%     | 43%                    |
| DRC        | 3.4                       | >80%     | 49%                    |
| Tanzania   | 2.0                       | >80%     | 71%                    |
| Niger      | 2.0                       | 50-80%   | 42%                    |
| Congo B    | 4.9                       | 50-80%   | 31%                    |
| Gabon      | 3.0                       | 50-80%   | 47%                    |
| Kenya      | 1.0                       | 50-80%   | 63%                    |
| Ghana      | 1.0                       | <50%     | 43%                    |
| Nigeria    | 2.0                       | <50%     | 59%                    |
| Seychelles | 1.0                       | <50%     | 52%                    |





Scale is small, with moderate competition intensity

High on-net minutes & dual SIM usage

High site OPEX, ranging from 30k - 75k USD p.a. per site



*More spectrum, high OPEX per site*



Airtel money – great potential but inadequate distribution

High data prices & low penetration

High revenue per site, wide disparity in spread

High cost structure but scope to optimize operational design

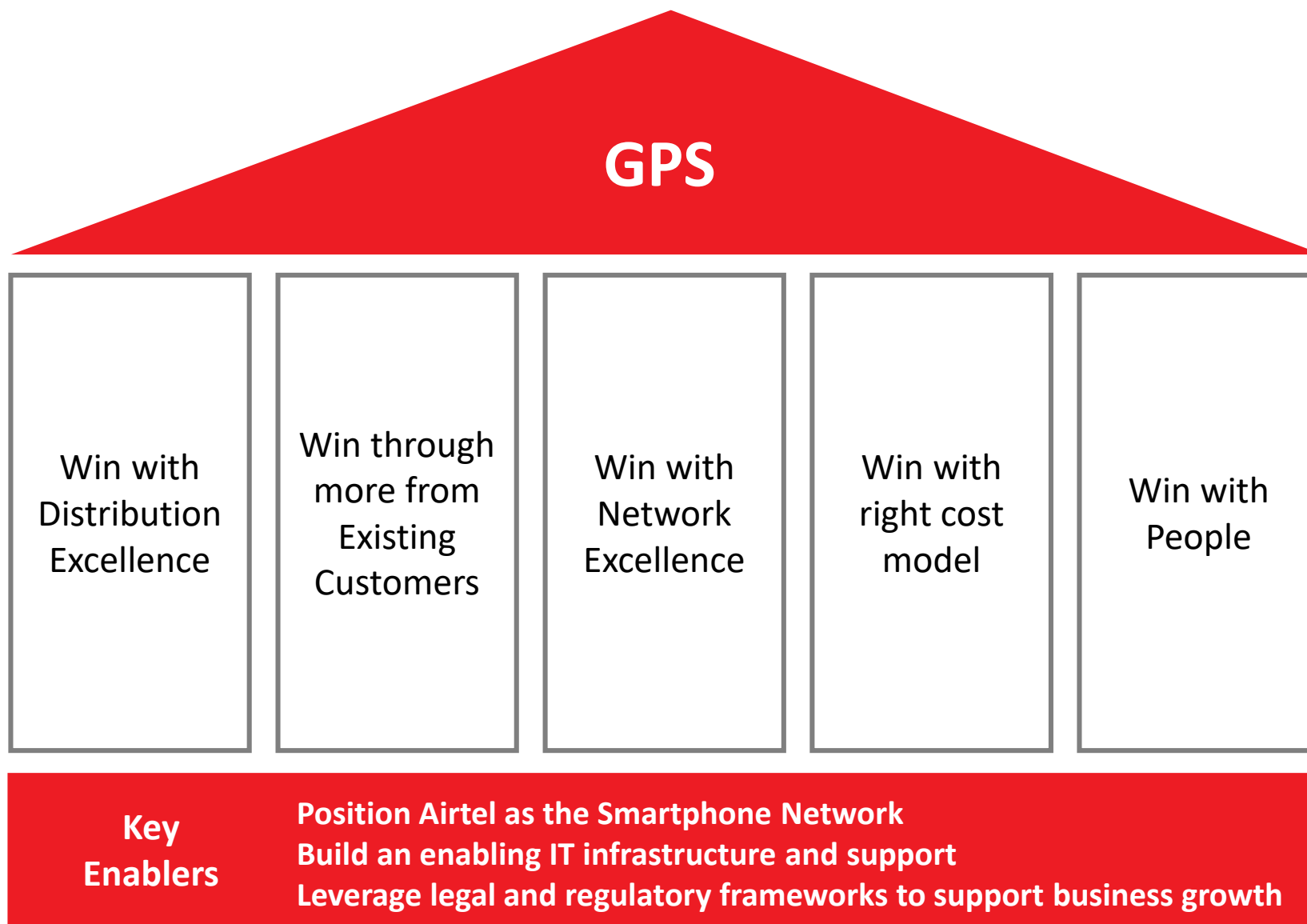




***What has happened in Africa in last 6 Quarters?***









# Win with Distribution Excellence



Build alternate channels for SIM sale/ Money

Freelancers

Exclusive mini shops, kiosks



Increase KYC locations through simplified KYC app - BYOD

Disciplined field working





# Win through more from Existing customers



Ease price war

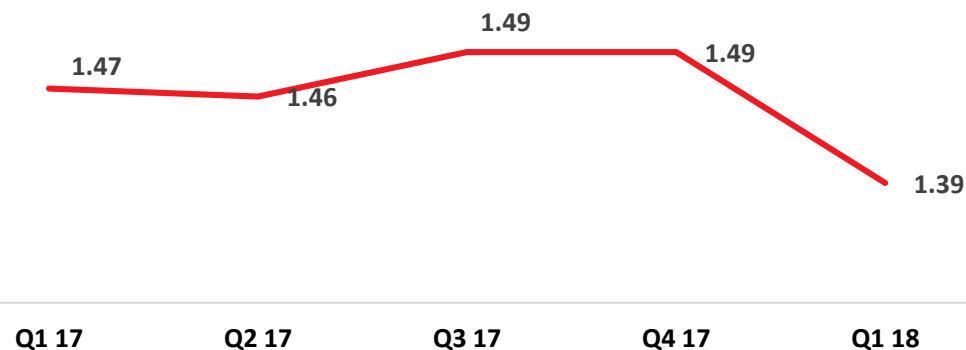
Increase bundle sales

Separate voice & data bundles, for enhanced ARPU

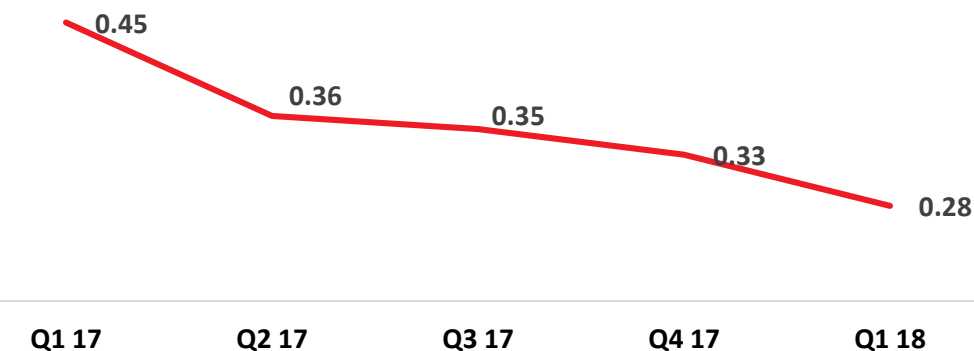
Simplified access to USSD

KYC, SIM SWAP failure reduction

VRPM



DRPM



Note: VRPM nos in \$ cent/ min; DRPM nos in \$ cent/ MB, @ constant currency Mar'17





# Win with Network Excellence



U 900

LTE

Radio frequency planning & optimization

Improved NW KPIs through operational rigor

| OPCO       | U900    | LTE     |
|------------|---------|---------|
| Uganda     | ✓       | ✓       |
| Zambia     | ✓       | ✓       |
| Malawi     | ✓       | ✓       |
| Madagascar | ✓       | ✓       |
| Gabon      | ✓       | ✓       |
| Seychelles | ✓       | ✓       |
| Kenya      | ✓       | ✓       |
| Congo B    | ✓       | Planned |
| Chad       | ✓       | Planned |
| Tanzania   | ✓       | -       |
| Niger      | Planned | Planned |
| Rwanda     | Planned | -       |
| Nigeria    | -       | Planned |
| DRC        | Planned | -       |





# Win with right cost model



Recharge margin correction in some OPCOs

SIM/ RCV cost reduction

P & L focus for each retail store

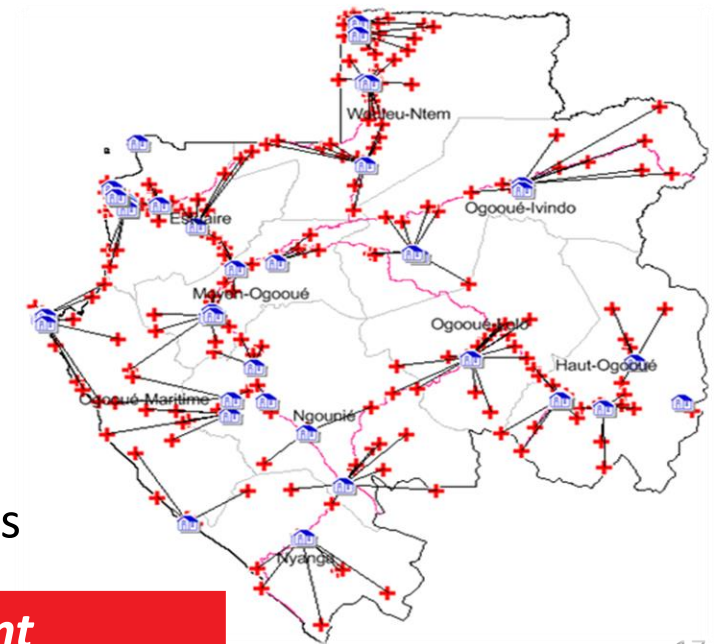
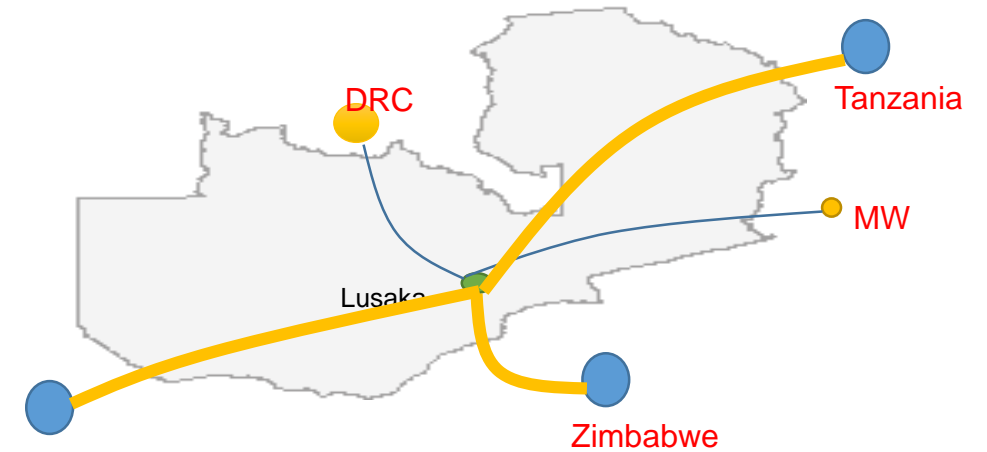
Logistics, Warehousing revamped

Bandwidth: Flow redesign & optimized planning

Re-scope fuel distribution & managed services

Rightsizing of sites with more capacity/ site

Converting a few Dollar denominated contracts into local contracts



**10.5 % OPEX productivity improvement**



# Win with People



Delayed sales structure

HQ functional ownership & collaboration

HQ transition      Governance → SMEs

Rigorous monthly planning meeting with each OPCO

Organizational re-structuring in some OPCOs



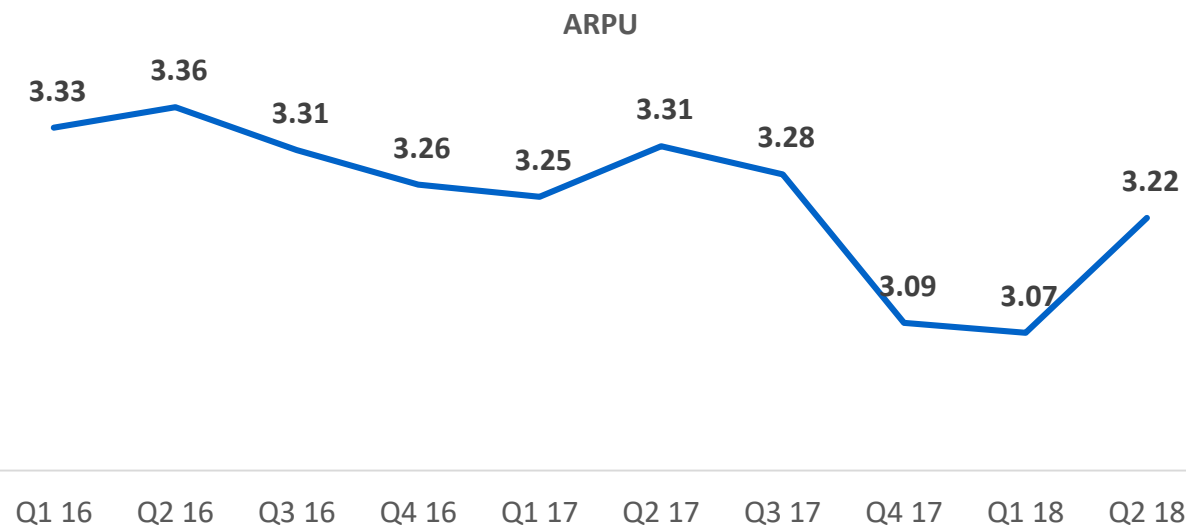
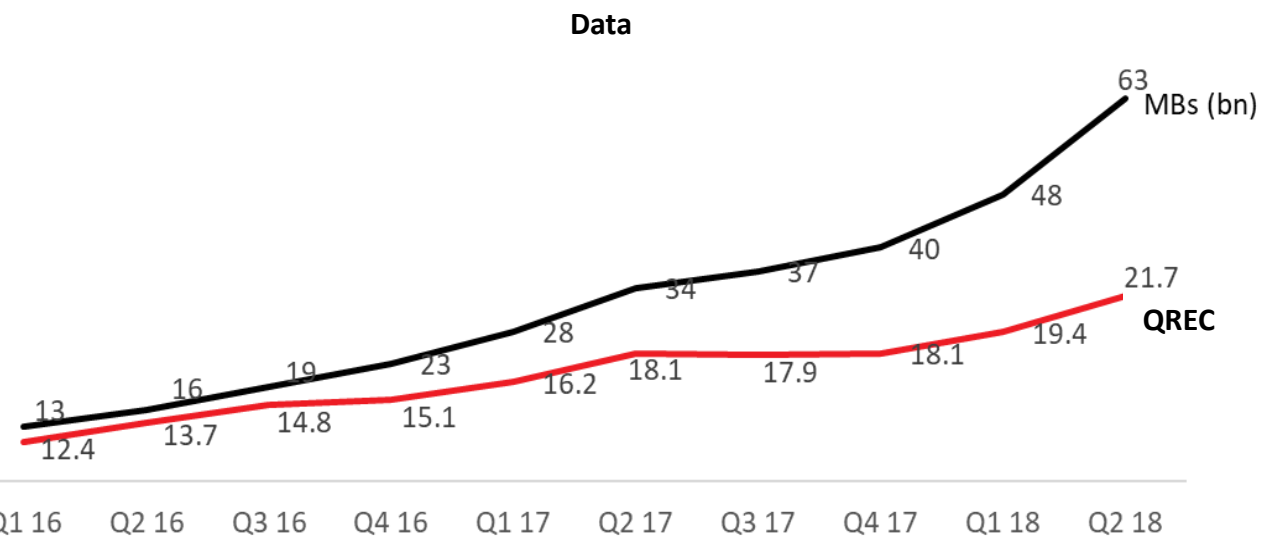
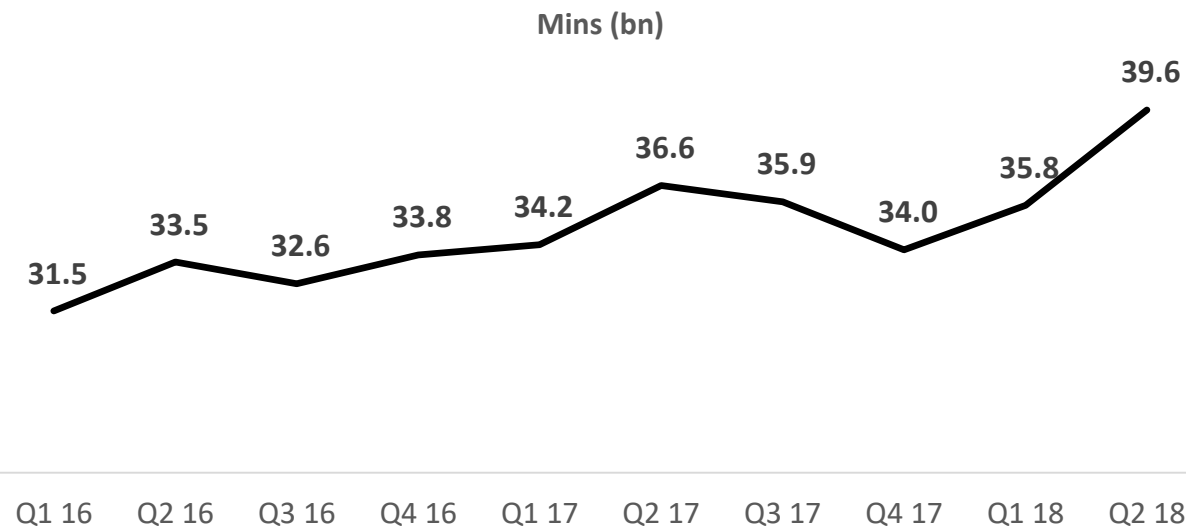
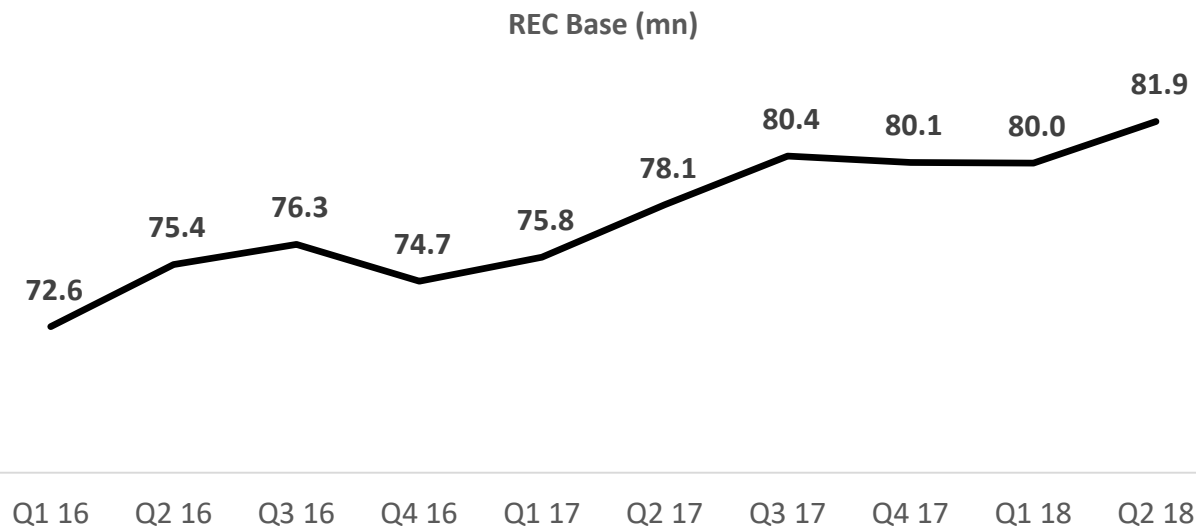


## ***Financial performance***





# Business performance



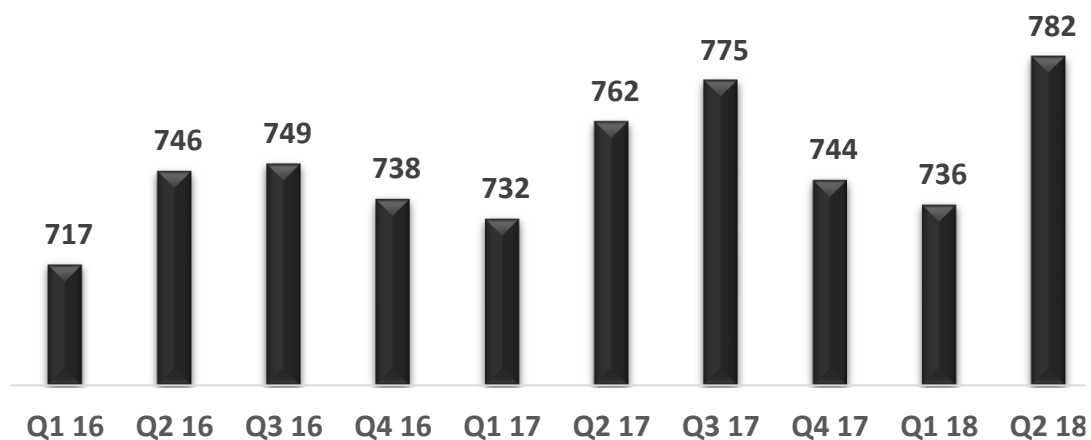
Note: All nos in USD @ constant currency (Mar'2017)



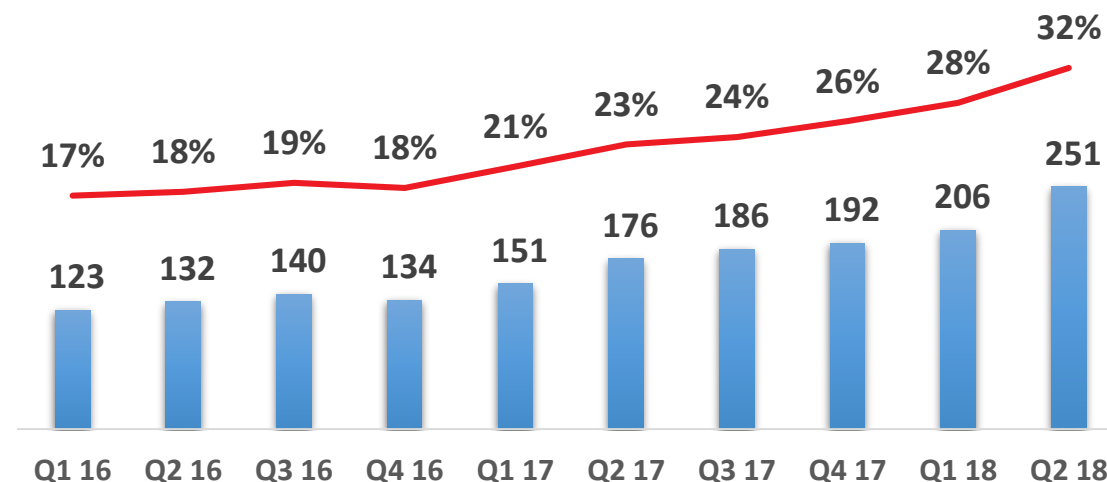
# Financial performance



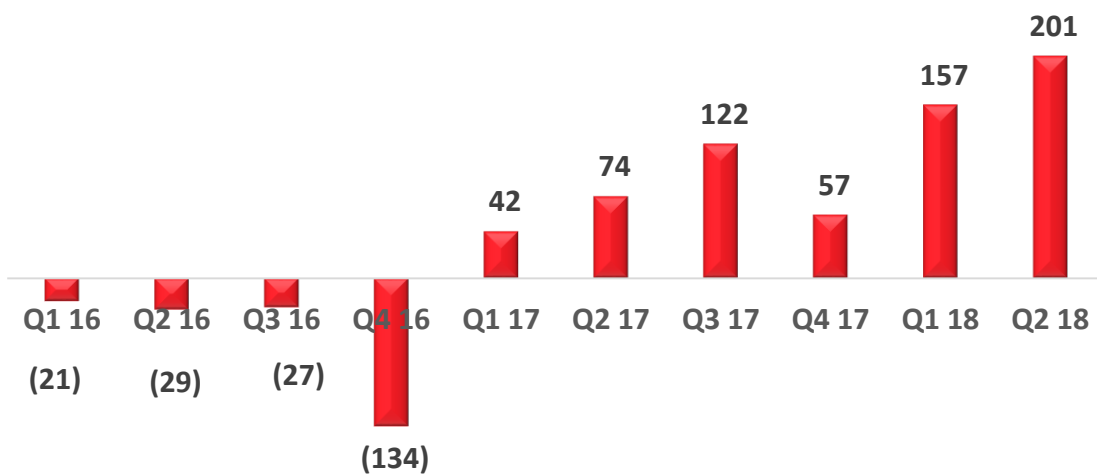
## GR



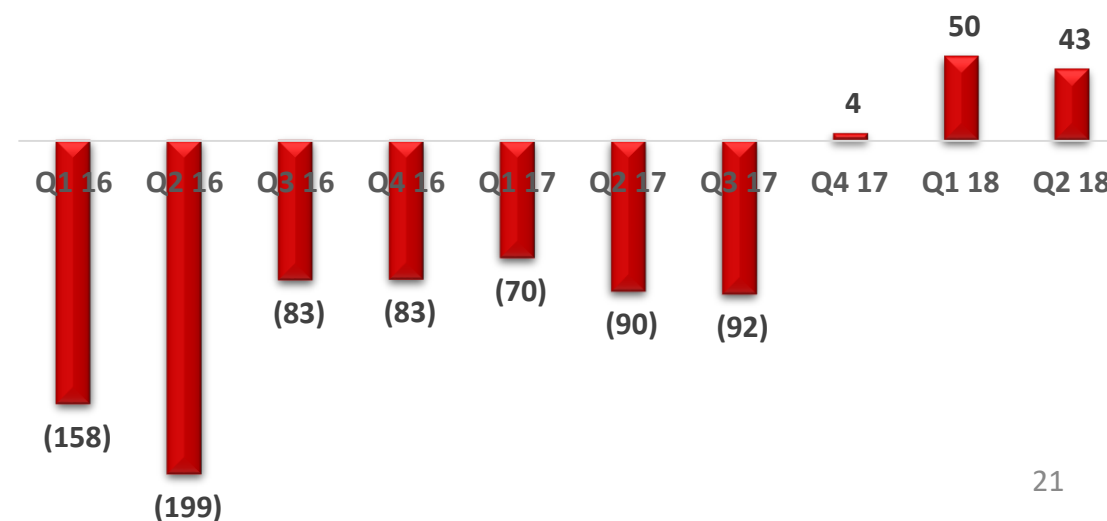
## EBITDA



## FCF



## PAT



Note: All numbers in \$ mn & constant currency (Mar'2017)



## Portfolio health – EBITDA %

| Period | <20%                | 20-30%               | 30-40%      | >40%                    |
|--------|---------------------|----------------------|-------------|-------------------------|
| FY' 16 | 8                   | 4                    | 3           | 0                       |
| Q2'18  | 4<br>TZ, KE, GH, RW | 4<br>MG, DRC, TD, CG | 2<br>NG, SC | 5<br>ML, UG, ZM, NE, GA |



## Opcowise Status:



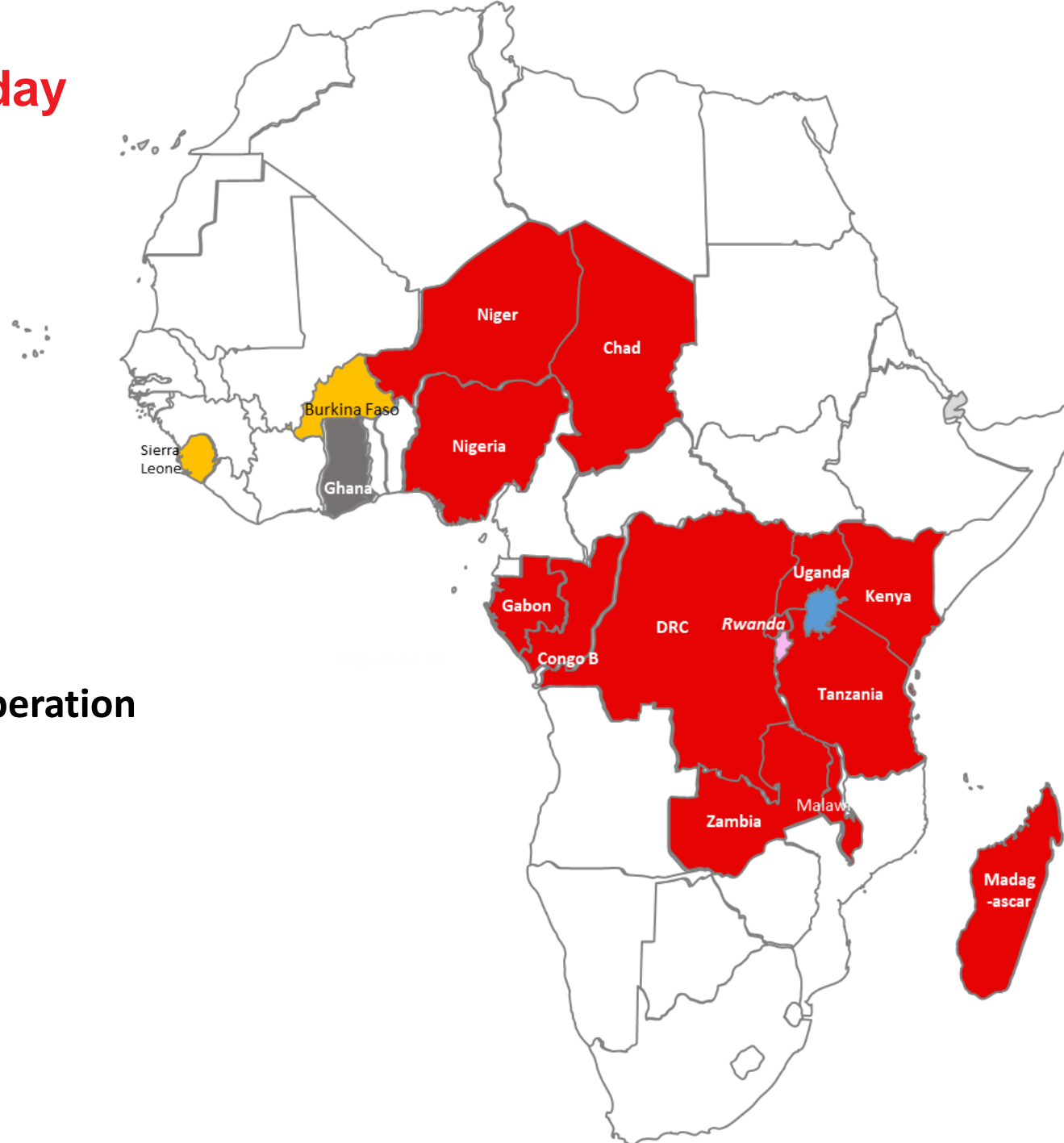
| Country    | Key Telecom operators | Our Position | Market size (mn \$) | Airtel RMS % | Key competitors | EBITDA range |
|------------|-----------------------|--------------|---------------------|--------------|-----------------|--------------|
| Uganda     | 5                     | 2            | 699                 | >40%         | MTN             | >40%         |
| Zambia     | 3                     | 1            | 479                 | >40%         | MTN             | >40%         |
| Gabon      | 4                     | 2            | 348                 | >40%         | Maroc           | >40%         |
| Niger      | 4                     | 1            | 329                 | >40%         | Orange          | >40%         |
| Malawi     | 4                     | 1            | 222                 | >40%         | TNM             | >40%         |
| Congo B    | 3                     | 2            | 375                 | >40%         | MTN             | 30-40%       |
| Seychelles | 2                     | 2            | 53                  | >40%         | C & W           | 30-40%       |
| Nigeria    | 6                     | 2            | 4,707               | ~20%         | MTN             | 30-40%       |
| Chad       | 3                     | 2            | 272                 | >40%         | Tigo            | 20-30%       |
| Madagascar | 3                     | 1            | 192                 | 30-40%       | Orange, Telma   | 20-30%       |
| DRC        | 6                     | 3            | 988                 | 20-30%       | Voda, Orange    | 20-30%       |
| Tanzania   | 5                     | 3            | 1,039               | 20-30%       | Vodacom, Tigo   | <20%         |
| Kenya      | 3                     | 2            | 2,292               | <10%         | Safaricom       | <20%         |
| Rwanda     | 3                     | 3            | 163                 | 10-20%       | MTN, Tigo       | - ve         |






***We are #1 or #2 operator in 11 out of 14 operations in Africa***



# Airtel Africa today



14 OPCO Operation

-  Airtel Operation
-  Sold to Orange
-  JV with Millicom





*Way ahead*





# Way ahead - Opportunities



## Mobile penetration & population covered

| Country    | Population (mn) | Covered population | Unique mobile penetration %** |
|------------|-----------------|--------------------|-------------------------------|
| Nigeria    | 186             | 84%                | 45%                           |
| DRC        | 79              | 64%                | 26%                           |
| Tanzania   | 50              | 78%                | 42%                           |
| Kenya      | 49              | 77%                | 59%                           |
| Uganda     | 42              | 77%                | 41%                           |
| Madagascar | 25              | 34%                | 23%                           |
| Niger      | 21              | 38%                | 26%                           |
| Malawi     | 18              | 70%                | 26%                           |
| Zambia     | 17              | 79%                | 53%                           |
| Chad       | 14              | 54%                | 30%                           |
| Rwanda     | 11              | 84%                | 52%                           |
| Congo B    | 5               | 41%                | 58%                           |
| Gabon      | 2               | 80%                | 69%                           |
| Seychelles | 0.1             | 97%                | 69%                           |





# Way ahead - Opportunities

Mobile penetration & population covered

Abundant spectrum for high throughput/site

| OPCO       | Frequency Band (MHz) |      |      |      |      |      |       |
|------------|----------------------|------|------|------|------|------|-------|
|            | 800                  | 900  | 1800 | 2100 | 2600 | 2300 | Total |
| Seychelles | 10.0                 | 12.0 | 20.0 | 20.0 | -    | -    | 62.0  |
| Gabon      | 10.0                 | 8.0  | 14.0 | 15.0 | 20.0 | -    | 67.0  |
| Congo B    | -                    | 11.8 | 15.0 | 15.0 | -    | -    | 41.8  |
| Malawi     | -                    | 11.6 | 19.8 | 10.0 | -    | -    | 41.4  |
| Madagascar | -                    | 11.2 | 24.4 | 10.0 | -    | 8.5  | 54.1  |
| Uganda     | -                    | 10.8 | 15.0 | 20.0 | 10.0 | -    | 55.8  |
| Rwanda     | -                    | 10.4 | 15.0 | 15.0 | -    | -    | 40.4  |
| Niger      | -                    | 10.2 | 10.0 | 15.0 | -    | -    | 35.2  |
| Zambia     | -                    | 10.0 | 20.0 | 20.0 | -    | -    | 50.0  |
| Chad       | -                    | 10.0 | 25.0 | 10.0 | -    | -    | 45.0  |
| Kenya      | -                    | 10.0 | 10.0 | 10.0 | -    | -    | 30.0  |
| Tanzania   | -                    | 7.5  | 12.5 | 10.0 | -    | -    | 30.0  |
| DRC        | -                    | 6.0  | 12.0 | 10.0 | -    | -    | 28.0  |
| Nigeria    | -                    | 5.0  | 15.0 | 10.0 | -    | -    | 30.0  |



*Abundant Spectrum across Operations*



# Way ahead - Opportunities

Mobile penetration & population covered

Abundant spectrum for high throughput/site

Data: 3G handsets & Revenue contribution

| Country    | 3G Handset Penetration % | Data rev % |
|------------|--------------------------|------------|
| Zambia     | 31%                      | >20%       |
| Uganda     | 31%                      | >20%       |
| Seychelles | 15%                      | >20%       |
| Rwanda     | 11%                      | >20%       |
| Kenya      | 13%                      | >20%       |
| DRC        | 24%                      | <20%       |
| Malawi     | 15%                      | <20%       |
| Tanzania   | 12%                      | <20%       |
| Gabon      | 11%                      | <20%       |
| Nigeria    | 11%                      | <20%       |
| Congo B    | 23%                      | <20%       |
| Chad       | 23%                      | <20%       |
| Niger      | 13%                      | <20%       |
| Madagascar | 11%                      | <20%       |



Note: \* estimated from multiple sources; \*\* source GSMA 2017



# Way ahead - Opportunities



Mobile penetration & population covered

Abundant spectrum for high throughput/site

Data: 3G handsets & Revenue contribution

Mobile money potential

| Country    | Banking penetration % | Max. branches by largest bank* | Unique SIM penetration %** |
|------------|-----------------------|--------------------------------|----------------------------|
| Niger      | 3%                    | 16                             | 26%                        |
| Madagascar | 5%                    | 89                             | 23%                        |
| Chad       | 7%                    | 14                             | 30%                        |
| DRC        | 10%                   | 90                             | 26%                        |
| Malawi     | 15%                   | 30                             | 26%                        |
| Congo B    | 15%                   | 16                             | 58%                        |
| Tanzania   | 19%                   | 60                             | 42%                        |
| Uganda     | 28%                   | 73                             | 41%                        |
| Gabon      | 30%                   | 19                             | 69%                        |
| Zambia     | 32%                   | 67                             | 53%                        |
| Rwanda     | 35%                   | 23                             | 52%                        |
| Nigeria    | 42%                   | 365                            | 45%                        |
| Kenya      | 55%                   | 202                            | 59%                        |
| Seychelles | 60%                   | 8                              | 69%                        |



Note: \* estimated from multiple sources; \*\* source GSMA 2017



# Way ahead - Opportunities



Mobile penetration & population covered

Abundant spectrum for high throughput/site

Data: 3G handsets & Revenue contribution

Mobile money potential

Potential for profitable growth

| Country    | Key Telecom operators | Our Position | Market size (mn \$) | Airtel RMS % | EBITDA range |
|------------|-----------------------|--------------|---------------------|--------------|--------------|
| Uganda     | 5                     | 2            | 699                 | >40%         | >40%         |
| Zambia     | 3                     | 1            | 479                 | >40%         | >40%         |
| Gabon      | 4                     | 2            | 348                 | >40%         | >40%         |
| Niger      | 4                     | 1            | 329                 | >40%         | >40%         |
| Malawi     | 4                     | 1            | 222                 | >40%         | >40%         |
| Congo B    | 3                     | 2            | 375                 | >40%         | 30-40%       |
| Seychelles | 2                     | 2            | 53                  | >40%         | 30-40%       |
| Nigeria    | 6                     | 2            | 4,707               | ~20%         | 30-40%       |
| Chad       | 3                     | 2            | 272                 | >40%         | 20-30%       |
| Madagascar | 3                     | 1            | 192                 | 30-40%       | 20-30%       |
| DRC        | 6                     | 3            | 988                 | 20-30%       | 20-30%       |
| Tanzania   | 5                     | 3            | 1,039               | 20-30%       | <20%         |
| Kenya      | 3                     | 2            | 2,292               | <10%         | <20%         |
| Rwanda     | 3                     | 3            | 163                 | 10-20%       | - ve         |



***To be the leading Broadband & Financial services provider***





THANK YOU





THE  
PEARL  
OF  
AFRICA





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•Certain numbers in this presentation have been rounded off for ease of representation

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***Bharti Airtel***

***Africa Day***

***08 December 2017  
Kampala, Uganda***



# Agenda



**Bharti Airtel in Uganda**

**Uganda Country Profile & Economic Overview**

**Telecom Market Overview**

**Airtel Journey So Far**

**Airtel GPS**

**Brand and CSR Positioning**

**Financial Overview**

**Key Priorities**





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## Bharti Airtel In Uganda



- 📶 1995 : Celtel Uganda – 1<sup>st</sup> Telco in Uganda
- 📶 2007 : Celtel Uganda changed to Zain
- 📶 2010 : Airtel launched in Uganda
- 📶 2013 : Successful acquisition of Warid





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# Uganda – Country profile

## Political:

**Government:** Presidential Republic

**Area:** 241,038 sq km      **Administration :** 123 Districts

## Demographics:

**Population:** 41.5 Mn    **Median Age:** 15.7 years

**Growth Rate:** 3.04%<sup>a</sup>

*0-14 years (48.3%), 15-64 years (49.7%), > 65 years (2.01%)*

**Languages:** Official : English & Swahili. Others : 40+<sup>a</sup>

*Catholic 39.3%, Anglican 32%, Pentecostal 11.1%, Muslim 13.7%*

## Economy

**GDP 2017** <sup>est</sup> \$27.2bn<sup>b</sup>. Per Capita \$700.5<sup>b</sup>

**Growth Rate:** FY16/17  $\simeq$  3.9%<sup>b</sup> (FY15/16 – 4.7%)

**Core Inflation:** 3.5%<sup>c</sup>. **Exch. Rate:** 1 US\$ = UGX3,640

The mean household is 4.7 persons with 80% of households involved in Agriculture <sup>a</sup>.

<sup>a</sup> – National Population and Housing Census 2014 actual and 2017 forecast | <sup>b</sup> - IMF 2017 Estimate | <sup>c</sup> - Bank of Uganda



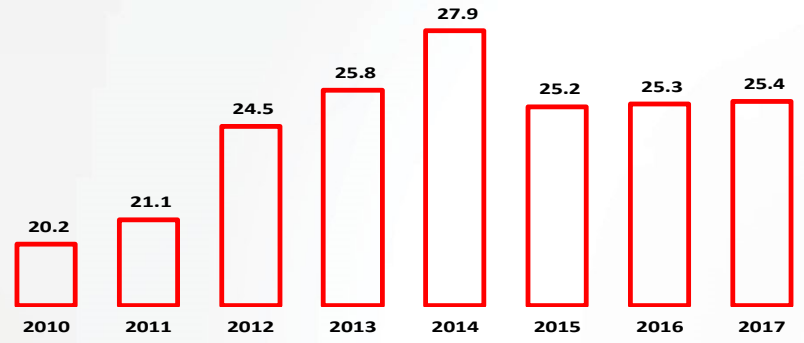


# Uganda Macroeconomic Overview



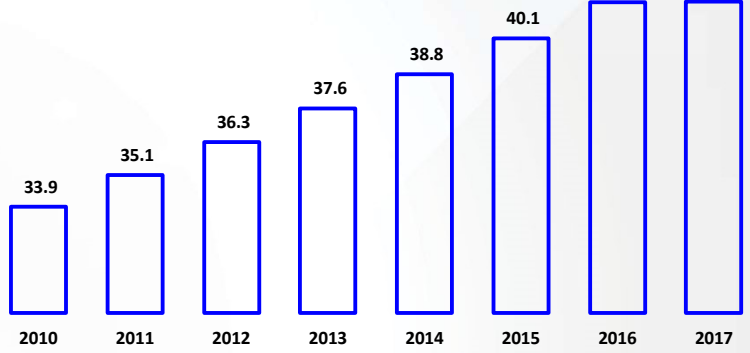
### Real GDP (PPP) (\$Bn)

2010-2017 CAGR: 3.3%

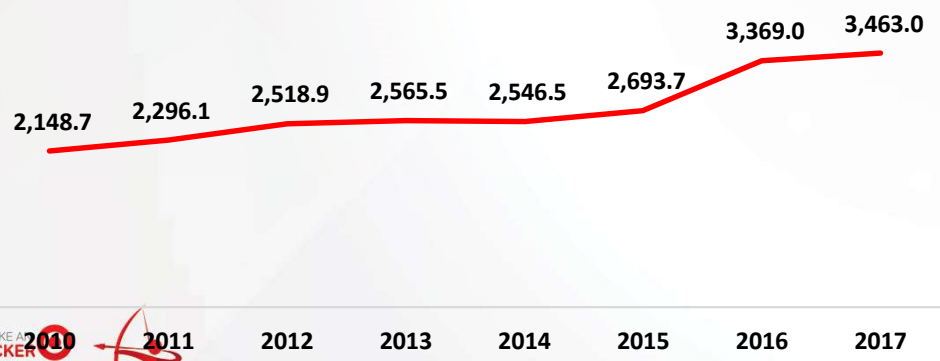


### Population (Mn)

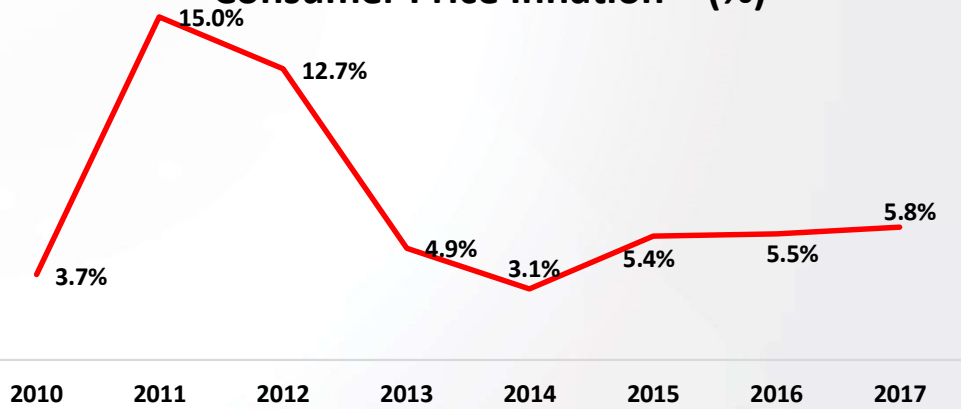
2010-2017 CAGR: 2.9%



### USD-UGX 2010-2017



### Consumer Price Inflation<sup>(1)</sup> (%)



Source: IMF  
Note: (1) End of Period consumer price inflation



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Telecom Landscape – Regulators



Ministry Of ICT &  
National Guidance

→ Telecommunications



**BANK OF UGANDA**



Ministry of Finance, Planning and  
Economic Development, Uganda

→ Mobile Financial  
Services





## Telecom Landscape – Market Overview & Industry Players



### GSM

Strong Distribution Network

Largest 3G & 4G Network

Affordable & Youth oriented brand

Strategic tilt to mass market

Large Mobile Money Ecosystem

### 4G



4G MVNO



4G with no voice



MVNO



Aga Khan Fund for Economic Development

### Others

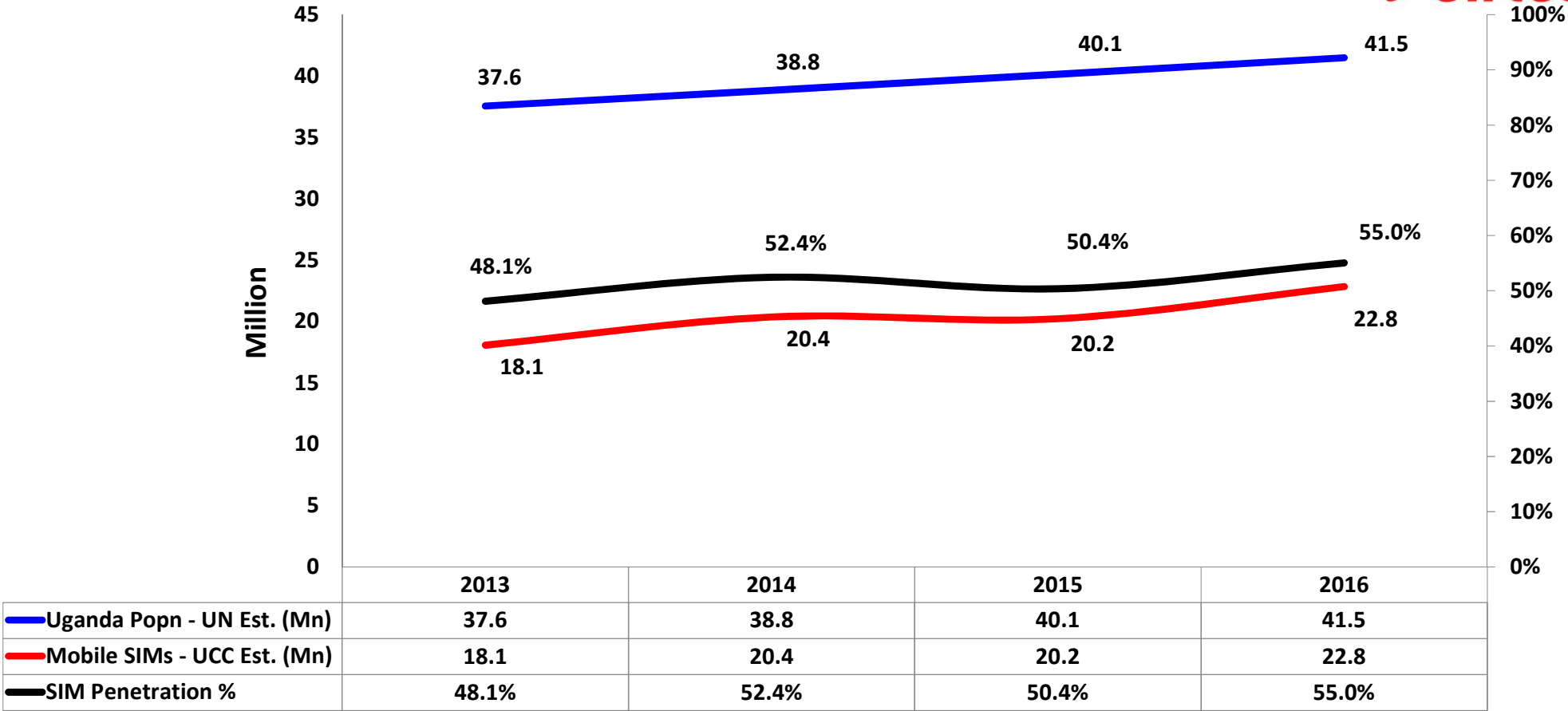


Mainly providing fiber and dedicated internet services to various partners including public WIFI





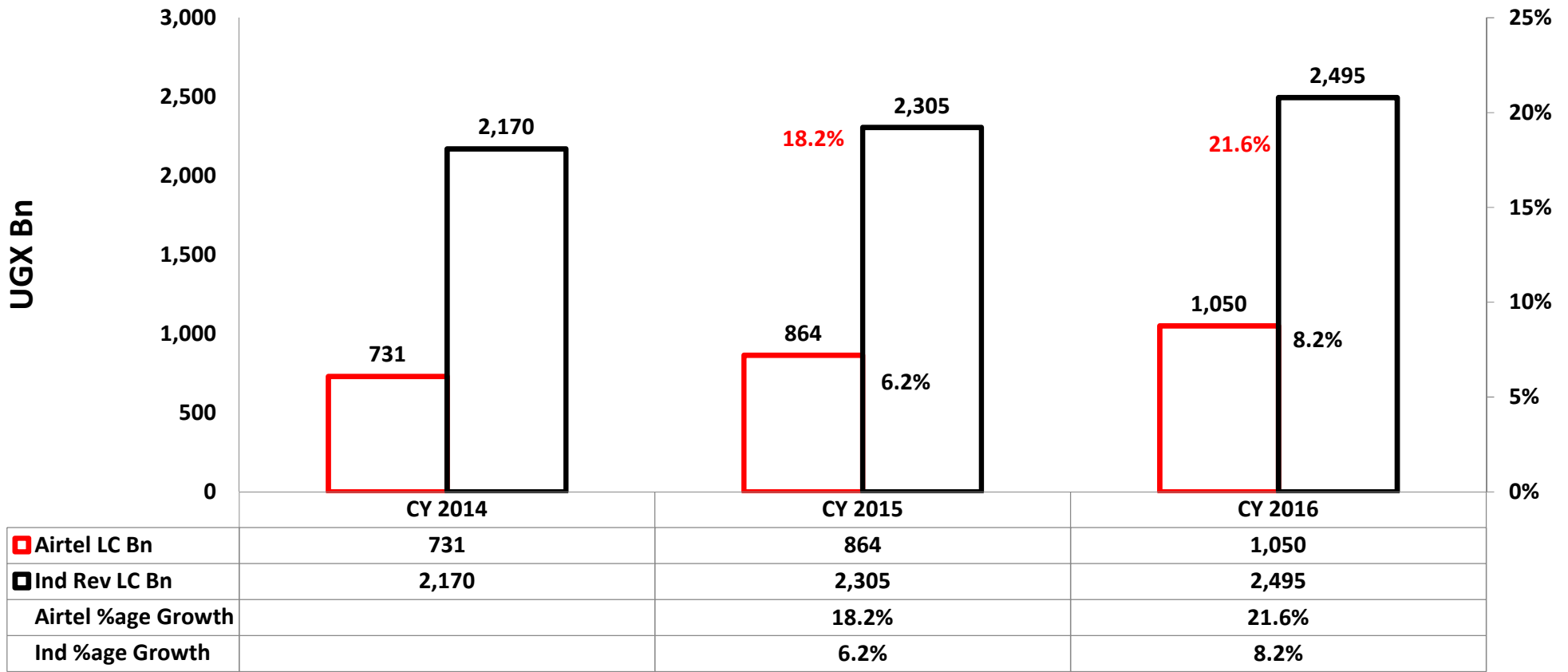
# Telecom Landscape – Mobile SIM Penetration



Penetration Opportunity



# Telecom Landscape – Industry Revenue



**Airtel growing faster than industry**





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# Airtel In Uganda History and Milestones



Fiber Expansion

**UMTS**  
900MHz



Best Overall  
OpCo



Distribution  
Reorganization

Merger  
Completion



Warid  
Acquisition

**3G**

Launch



300 Sites in  
300 Days



Entry into  
Uganda

2010

2011

2012

2013

2014

2015

2016

2017



Mcommerce  
Services



Uganda Cranes

16



Strong Local Partnerships



4G Launch



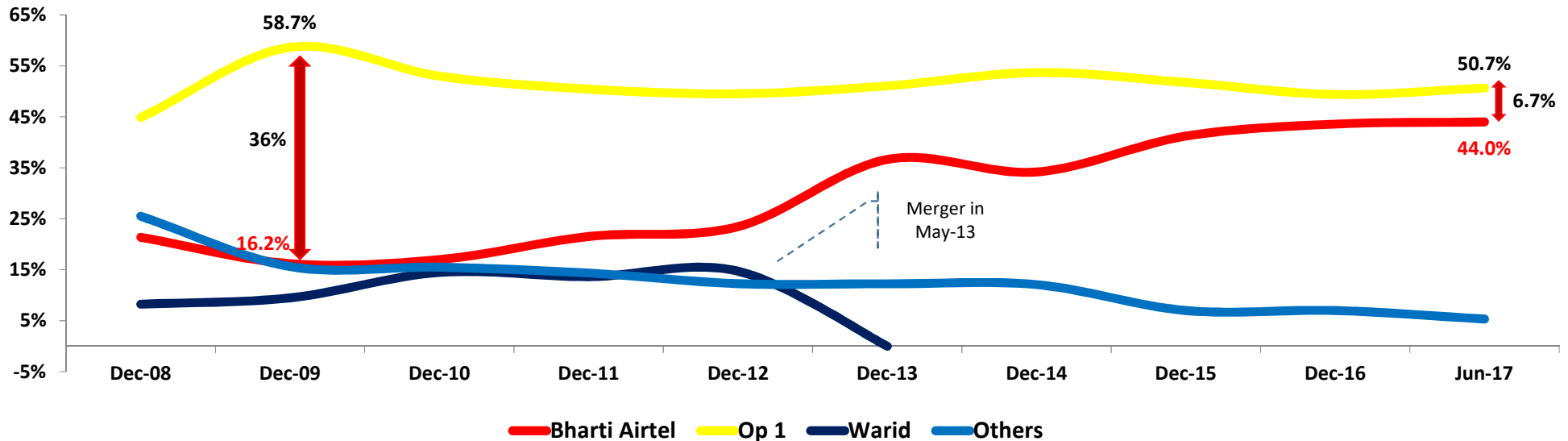
THINK LIKE AN  
ATTACKER  
TO  
**WIN**  
DISRUPTIVELY



# Airtel Uganda CMS Evolution



Telecom Operators in Uganda CMS Trends



In December 2010, the CMS gap between Airtel and Operator 2 was 36.0%. With the Merger the gap reduced to 12.1% as of June 2013.

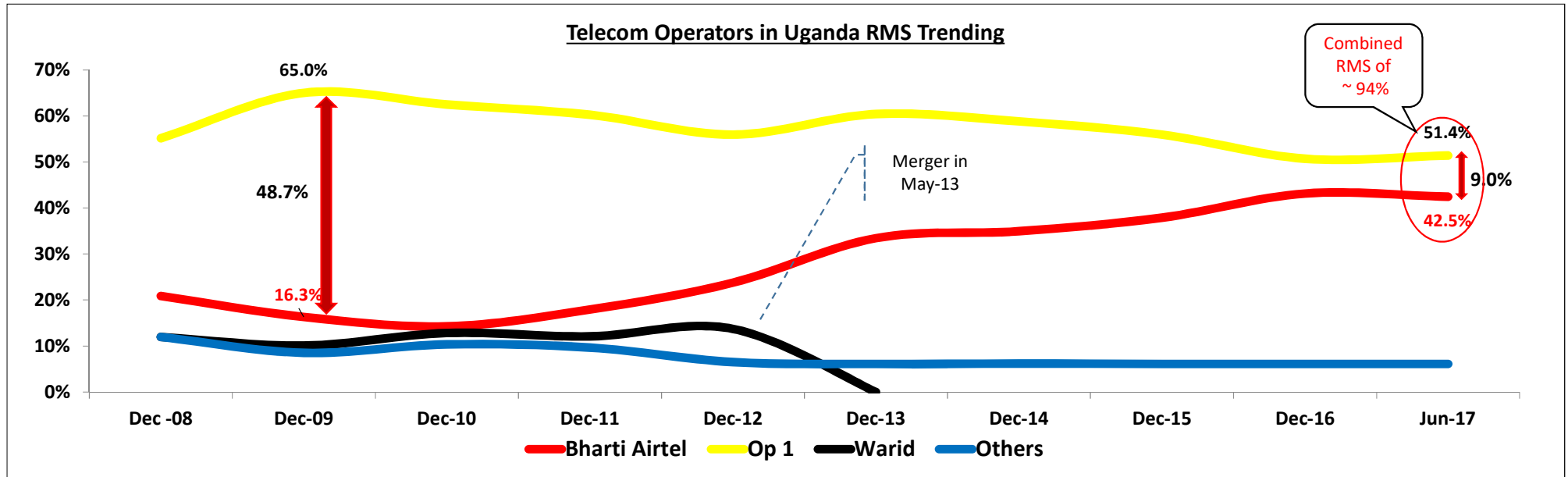
As of June 2017, the CMS Gap between Airtel and Operator 2 is at 6.7%.



*\*based on Published data and estimates from various sources*



# Airtel Uganda RMS Evolution



In March 2010, the RMS gap between Airtel and Operator 2 was 48.7%. With the merger the gap reduced to 23.4% as of June 2013.

As of June 2017, the RMS Gap between Airtel and Operator 2 is at 9.0%.



*\*based on Published data and estimates from various sources*





*Uganda Ad  
Campaign  
Video*



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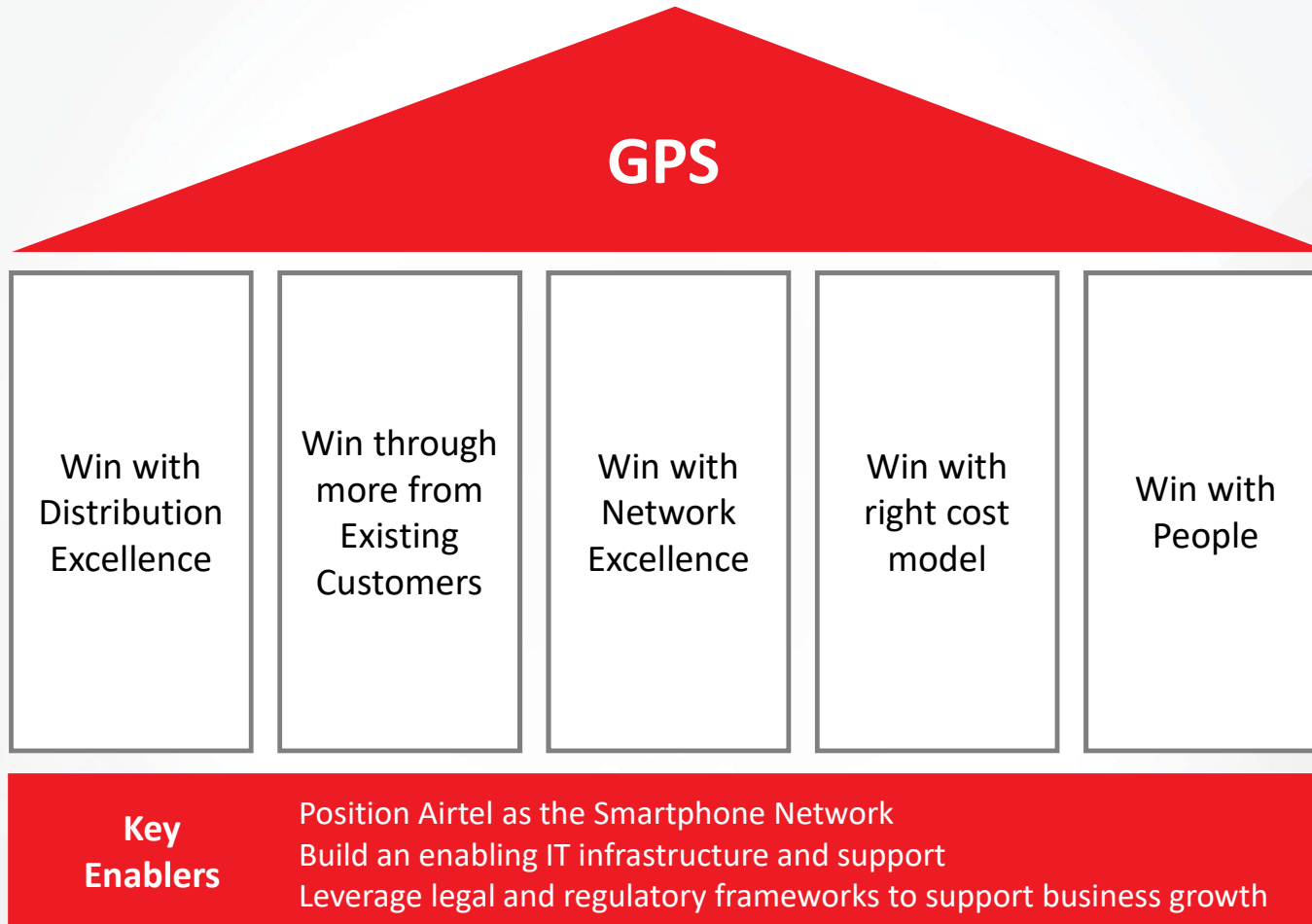
**Brand and CSR Positioning**

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## Win with Distribution Excellence



### Direct

#### Own Store



- Airtel Shops (owned + Franchised)
- Sales and Services

### Indirect

#### SSO



- Independent multi brand outlets

#### Mini Shops



- Exclusive Franchise shops AM float supply, SIM and RCV

#### Kiosks



- Exclusive Kiosks shops AM float supply, SIM and RCV





## Win through more from existing customers



### Our Existing Products & Services



**Airtel Money**



**Data**



**Voice**



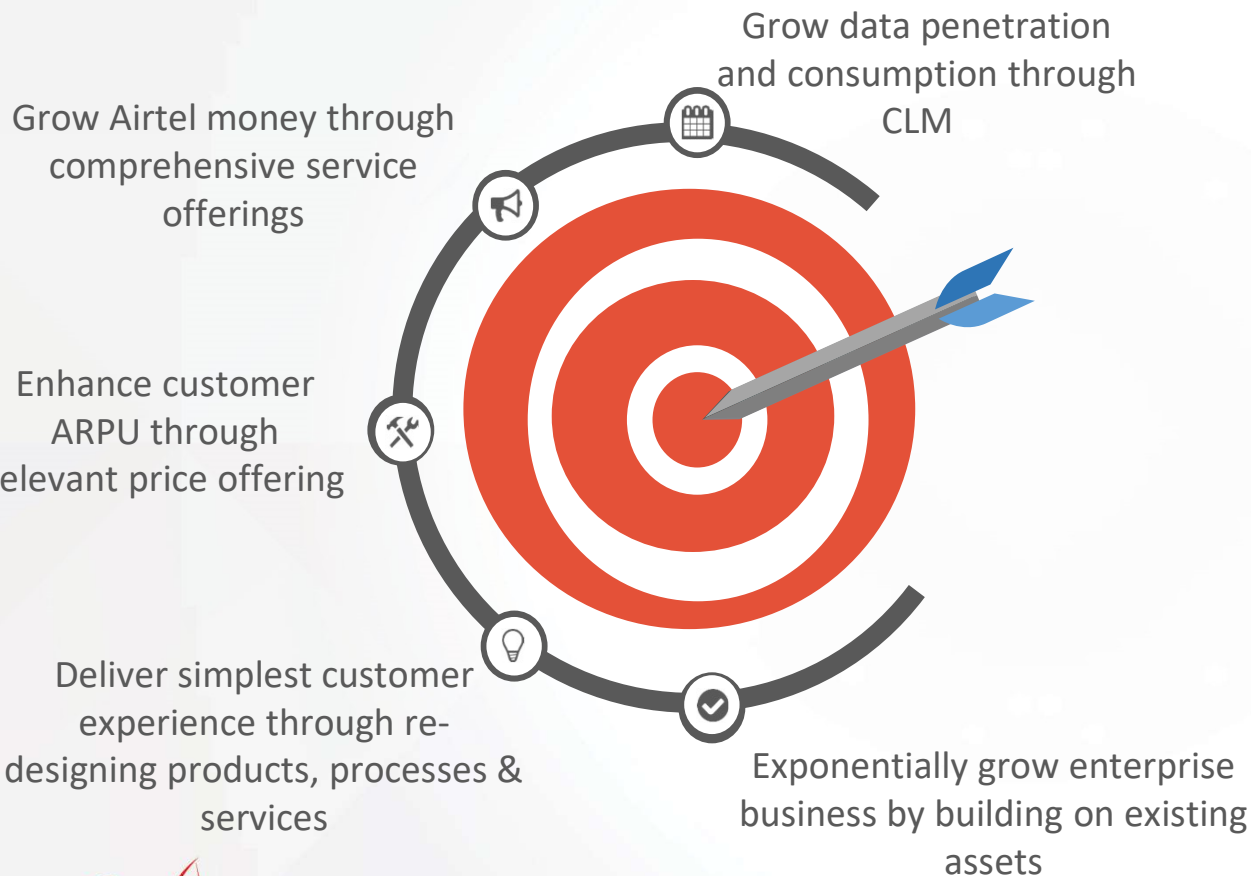
**SMS**



**Airtel Apps**



**Enterprise**

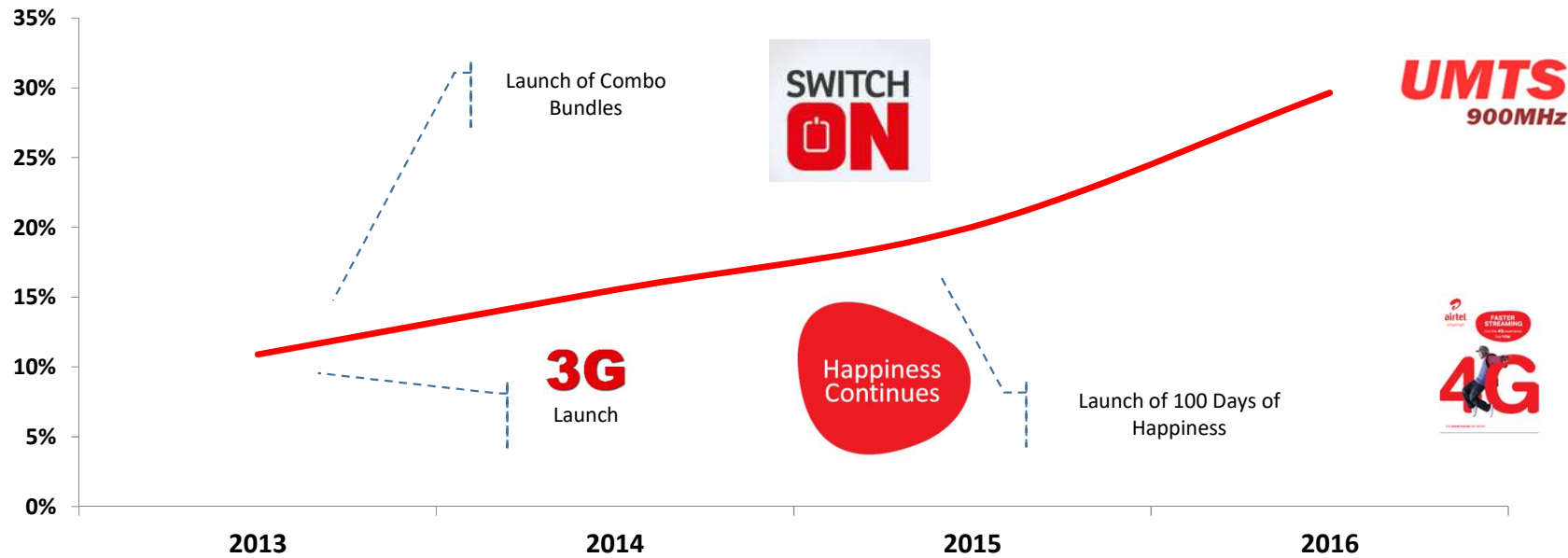




## Win with Data Growth



### Data & VAS contribution to GR



Data Revenue in absolute and as a % of GR is consistently growing

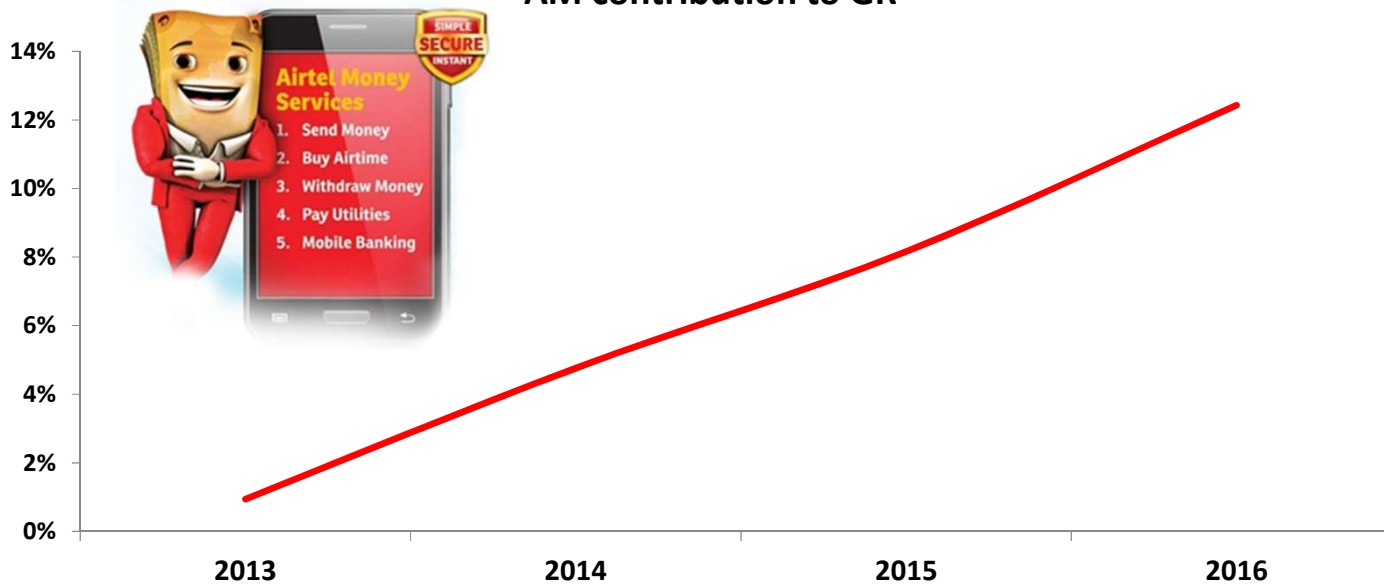




# Win with Airtel Money Growth



AM contribution to GR



## Business Growth Initiatives 2017/18

- 🔥 Scale up Distribution
- 🔥 Improve Liquidity
- 🔥 Aggressive Customer Acquisition and Retention campaigns
- 🔥 Drive Merchant acquisition
- 🔥 Product Development
- 🔥 Airtel Money platform

Airtel Money as a % of GR is on growth path with a healthy double digit growth every year





# Win with Network Excellence



## Network Milestones

Technology Improvement focus



Coverage Expansion + 300 Sites

**3G**

Launch

Warid Consolidation

TowerCo. Sale

Up-country Modernization

U900 & LTE

Coverage & Infill improvements & OCS upgrade



2010

2011

2012

2013

2014

2015

2016

2017

### Technology Key Facts

- **Mobile Network**
  - 1,319 2G sites / 73% Coverage
  - 1,101 3G sites / 62% Coverage
- **Density of Fiber coverage**

### Key Partners

Radio Access  
Core Network & IN  
Transmission  
Billing  
Airtel Money  
Managed Services  
Tower Company





# Win with IT Excellence



## 2017 Projects Completed

## 2017 Projects In Progress



OCS 1.2 to OCS 5.5



KYC UCC regulatory  
Re-registration



Airtel Money  
Platform

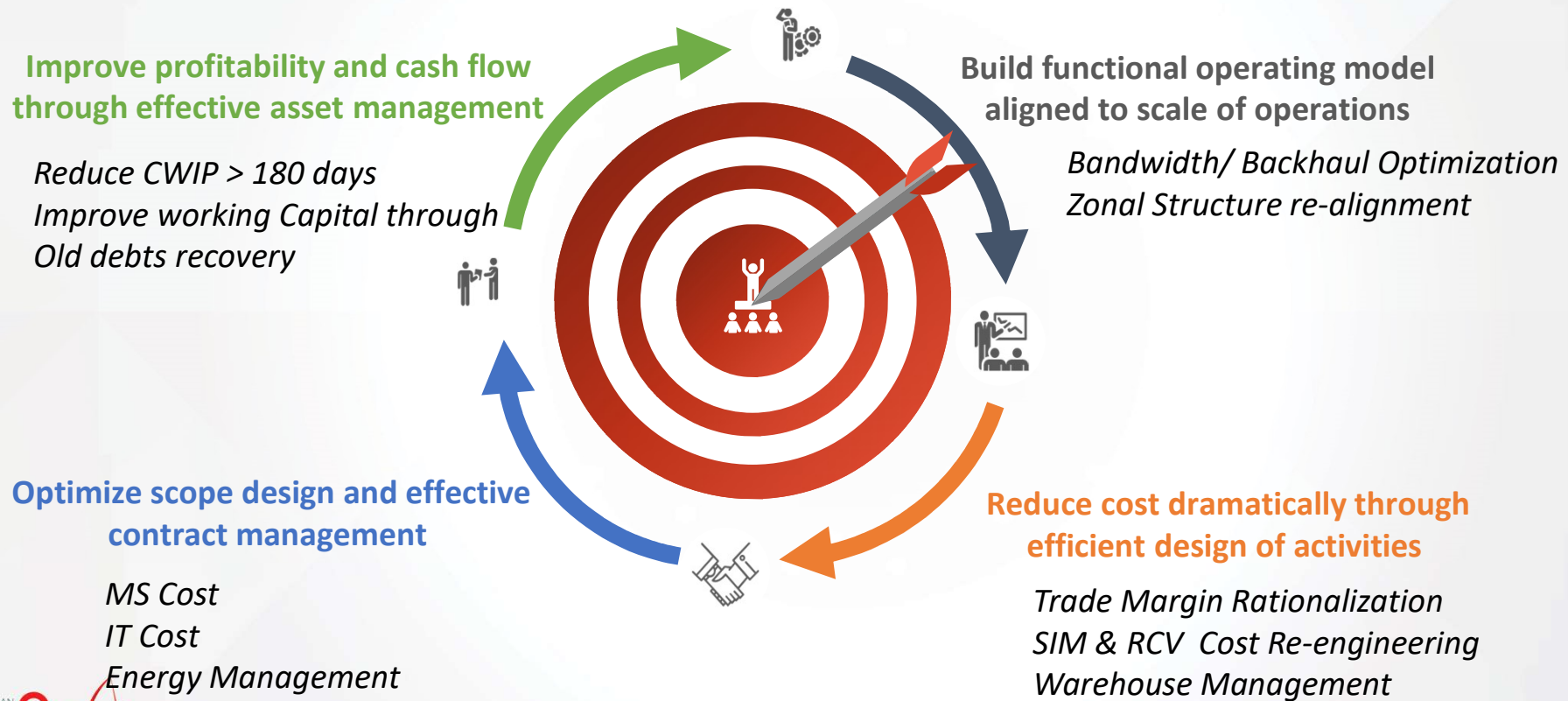


Global KYC





## Win with Right Cost Model





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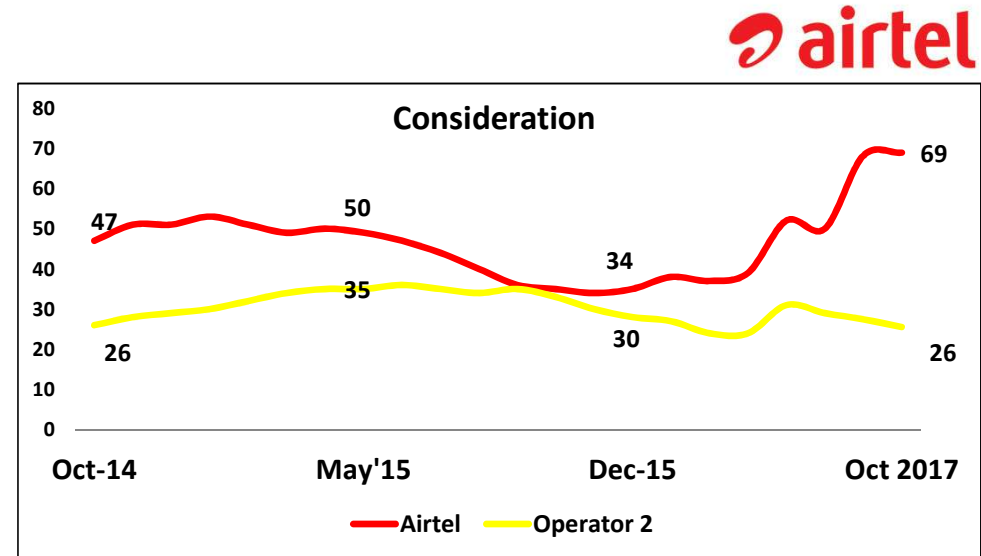
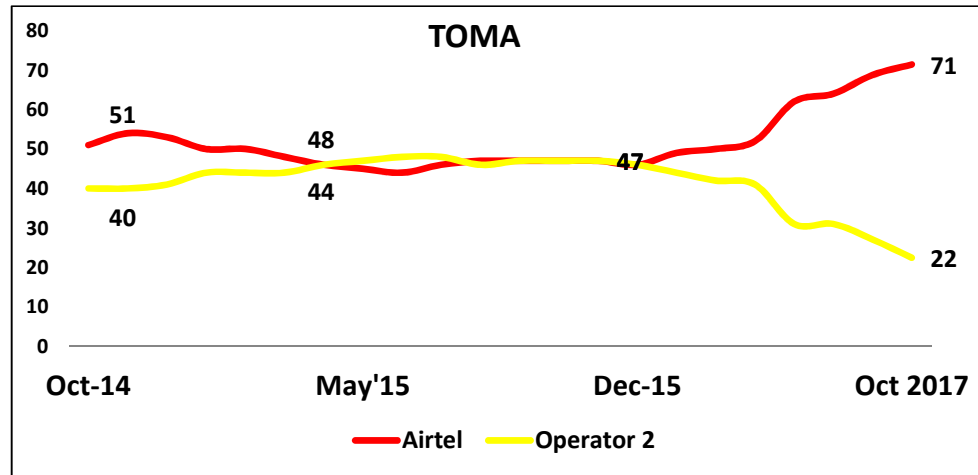
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## Brand Positioning



## Uganda Cranes Sponsors from 2013





Our CSR Projects



Our Corporate Social Responsibility Pillars



Education

- Adopt A School
- Maths and Reading Programs
- ICT For Schools



Health

- Blood Donation
- Regional Health Camps



Sport

- Kabaka Birthday Run
- Uganda Cranes
- Masaza Cup
- Airtel Rising Stars





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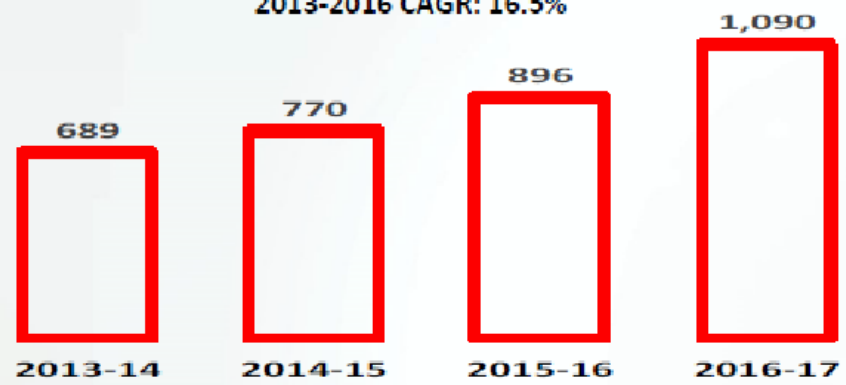


# Airtel Uganda Financials



## Gross Revenue (Bn)

2013-2016 CAGR: 16.5%



## EBITDA Margin (%)





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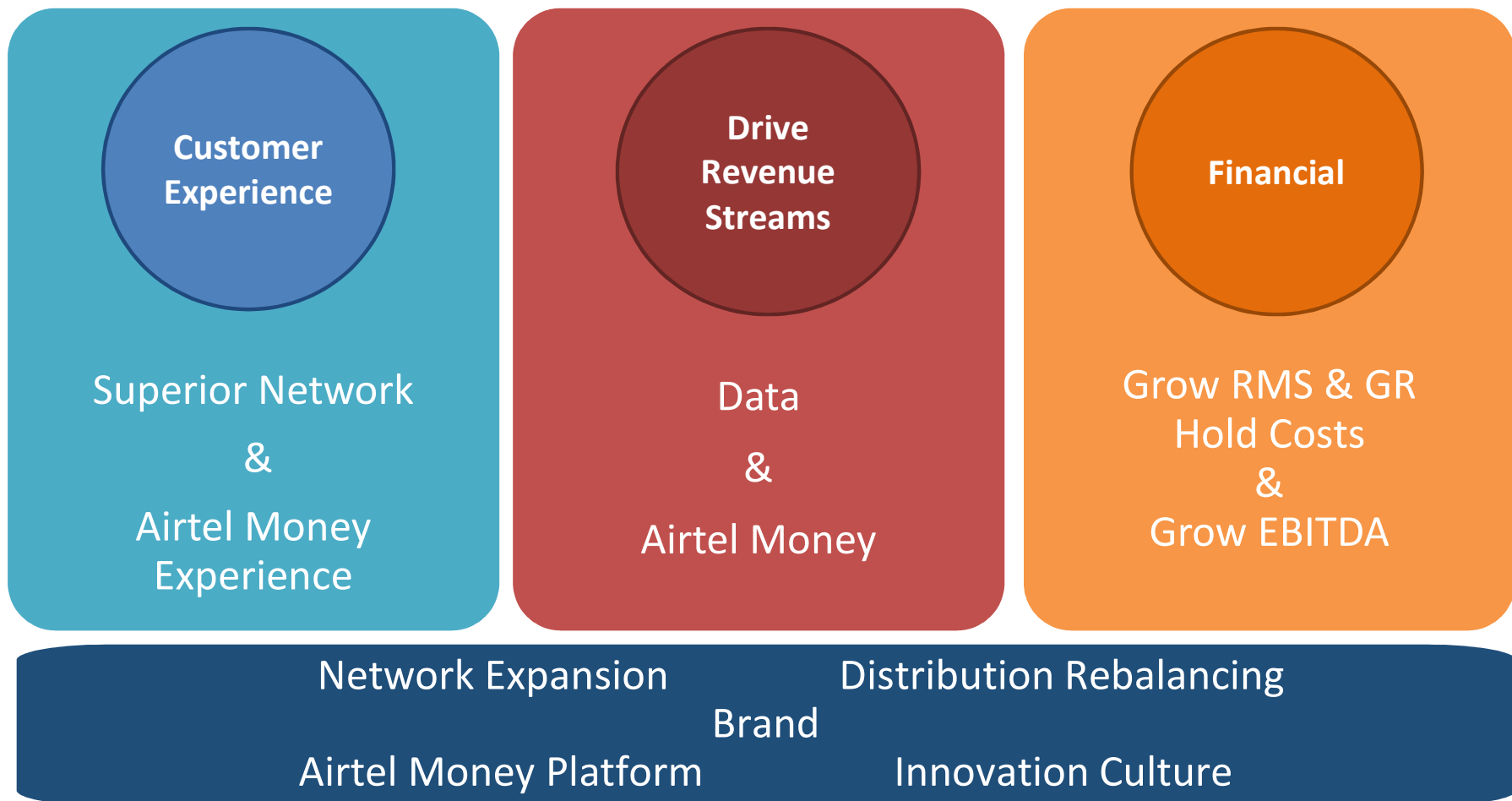
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## Our Priorities







**THANK YOU**

