



November 16, 2018

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

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

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

**Sub: Investor Participation**

Dear Sir/ Madam,

Pursuant to Regulation 30 of SEBI (Listing Obligations and Disclosure Requirements) Regulations, 2015, we are enclosing herewith the presentation made by the company to the investors at 'Airtel India – Investor Day' held in Manesar on November 16, 2018.

Kindly take the same on record.

Thanking you,

Sincerely Yours,

For Bharti Airtel Limited

**Rohit Krishan Puri**  
Dy. Company Secretary & Compliance Officer



Encl: As above

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



# Airtel India - Investor Day

16<sup>th</sup> November

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

# Who we are : Bharti Airtel

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**#2**

Telecom operator in India

**#2**

Telecom operator in Africa

**#3**

Telecom operator globally\*

**16**

Countries presence globally

*\* In terms of customer base*

# Our Size : Global



**\$12.1 B**

Global Revenues (LTM)

**\$4.2 B**

Global EBITDA (LTM)

**4.2**

Net Debt : EBITDA (LTM)

**448 M+**

Customers

**125 M+**

Wireless Data Customers

**1.8 B+**

Addressable population

*LTM = Last Twelve Months as on Sep'18*

*Customer Data as on Sep'18 exit*

# Our Portfolio : India



Mobile Services

**330 Mn+ Customers**



Airtel Business

**#1 Enterprise Telco in India**



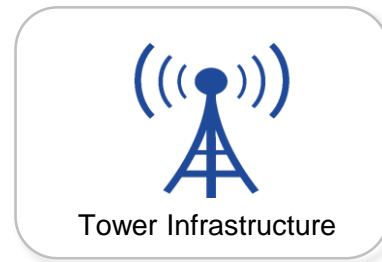
Homes

**2 Mn+ customers**



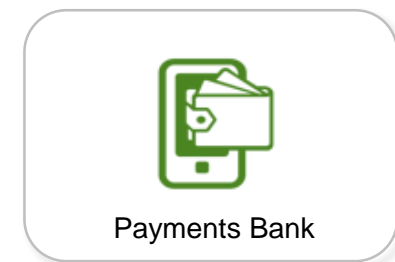
Digital TV

**15 Mn customers**



Tower Infrastructure

**Among Top Passive Infra Providers**



Payments Bank

**30 Mn Banking Customers**

# Our Portfolio : India



## Mobile Business

Customers (M) **304**

Revenue (Rs Mn) **462,640**

EBITDA % **32.6%**

## Homes Broadband

Customers (M) **2.2**

Revenue (Rs Mn) **25,265**

EBITDA % **46.7%**

## Airtel Business

Large Corporates **2,000**

Revenue (Rs Mn) **113,566**

EBITDA % **37.4%**

## Digital TV

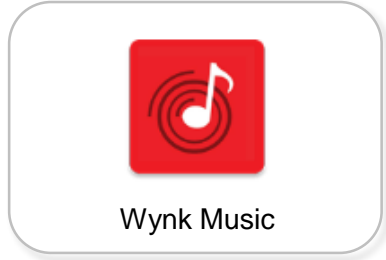
Customers (M) **14.2**

Revenue (Rs Mn) **37,570**

EBITDA % **37.9%**

*Above figures are for FY18*

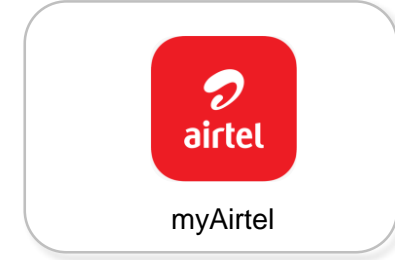
# Our Digital Services



**100 Mn+ Customers**



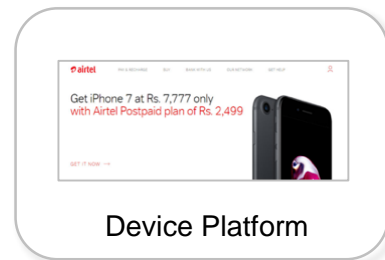
**80 Mn+ Customers**



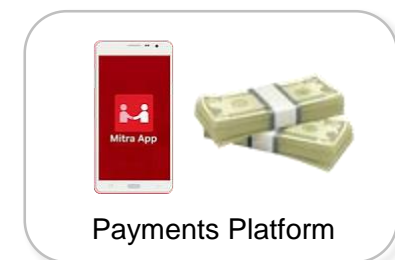
**80 Mn+ Customers**



**One Billing Layer on all Services**



**Solid Platforms – Device, Lenders, Delivery**



**1.2 Mn Retailers on one App**



# Agenda

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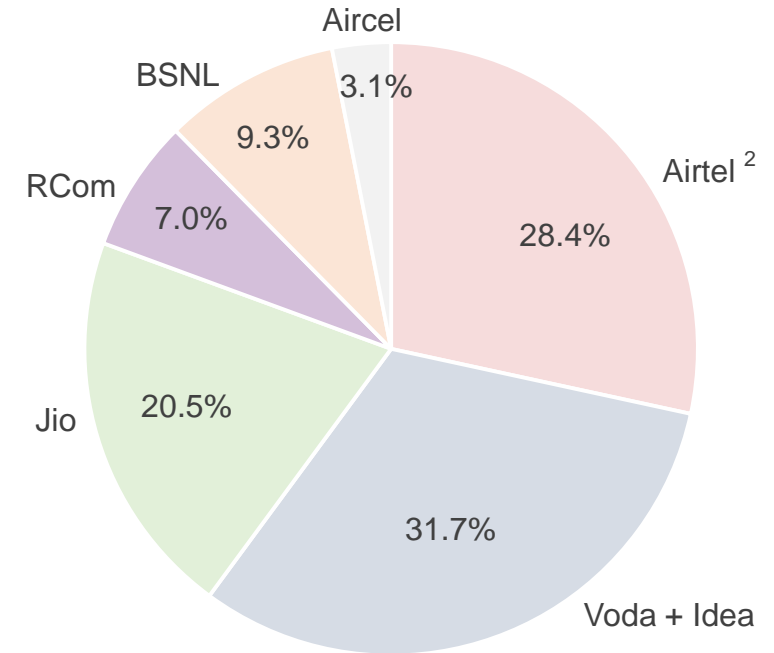
# 1a. Obsession with Network Experience : Spectrum



## Airtel's Spectrum

<u>Band</u>	<u>Footprint</u>	<u>Holding per Circle</u>
Low Band	15 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



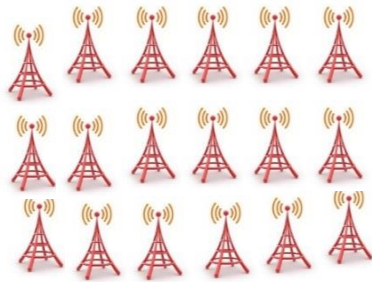
Massive spectrum holdings across all bands

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

2. Includes liberalized spectrum of Tata

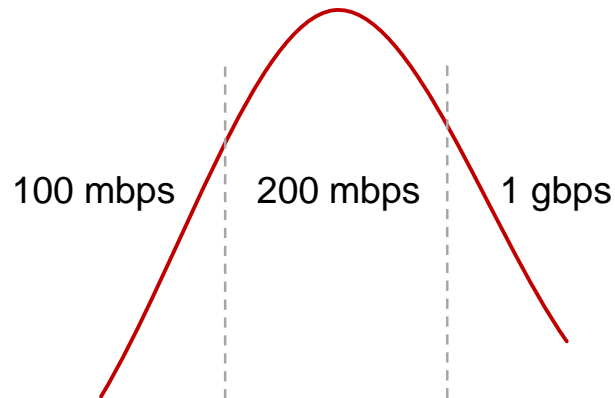
# 1b. Obsession with Network Experience

## Largest Ever Deployment



~200K Base Stations  
In last 2 years

## Extensive Fiber Roll-out



Bulk of our Sites are 200+ Mbps

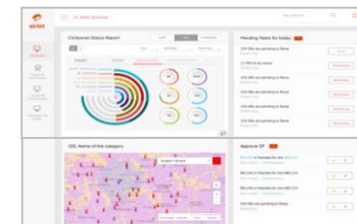
## State of the Art Tools



Geo-Spatial Analysis



Self-Optimizing Network

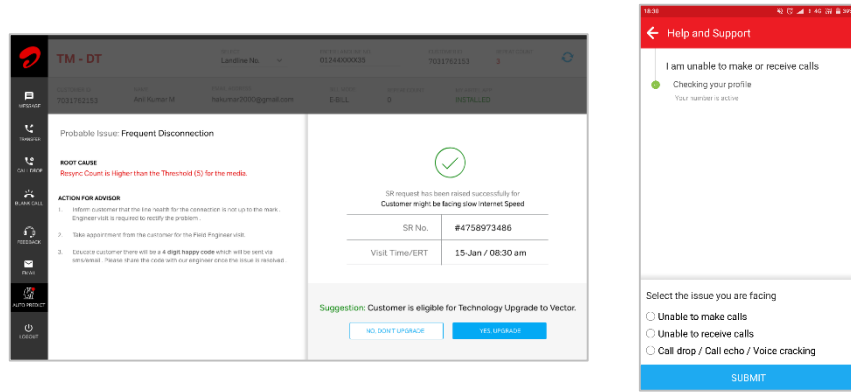


Digitization

Continuously rated as India's fastest network

# 2. Obsession with Customer Experience

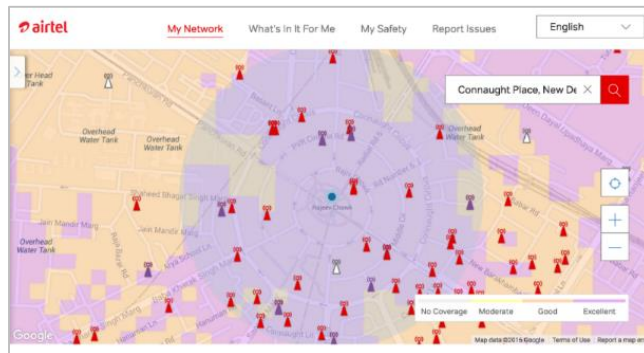
## Decision Tree Platform



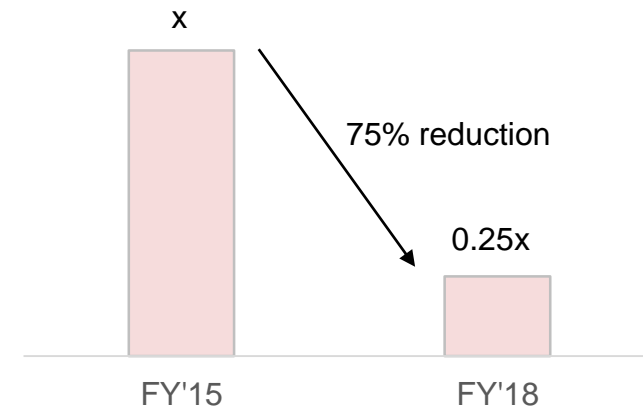
## 'Next Gen' Digital Stores



## Open Network

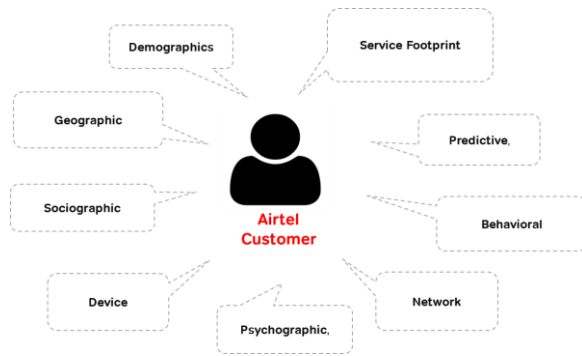


## Call-center Calls per customer



# 3. Scientific Sales & Marketing

## Deep Customer Understanding



Customer 360



Data Science

## Omni Channel Delivery



1.2 M Retailers



2,850 Airtel Stores



Own Digital Apps



## Powerful Tools



GOAL



Mitra



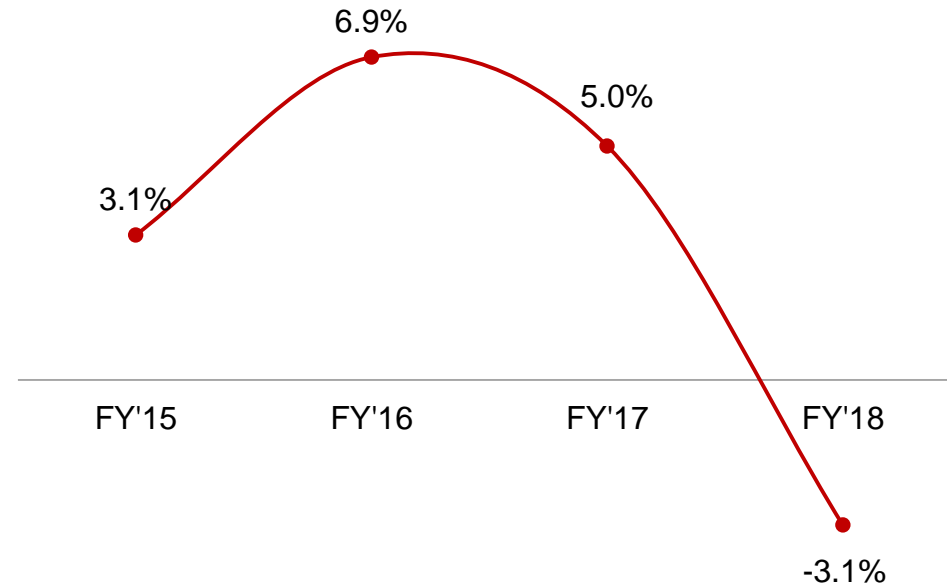
Geo Spatial Analytics

## 4. A War on Waste



- Smart Procurement
- Frugal Cost Culture
- Continuous Process Redesign
- Digitization and Automation

Opex Growth YoY

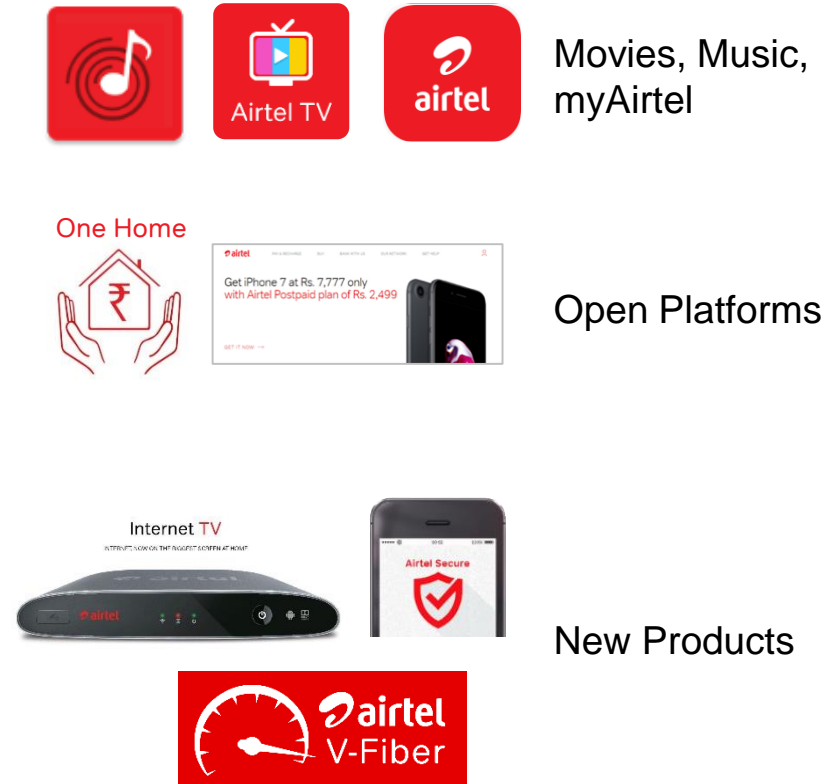


# 5. Capacity to play multiple games

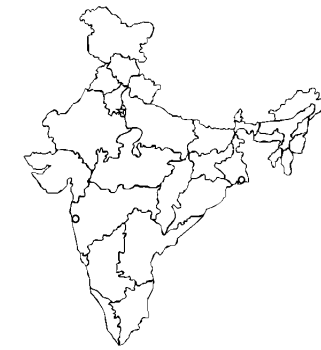
## Dedicated Teams for the Core



## Preparing for the Future



## Design & Execution Machines



Circles



Center

Excellence in Partnerships

# Business Environment Remains Challenging

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Massive Need for Capex

ARPU Erosion by 45%

Disruption

Battle for 4G Primary Slot

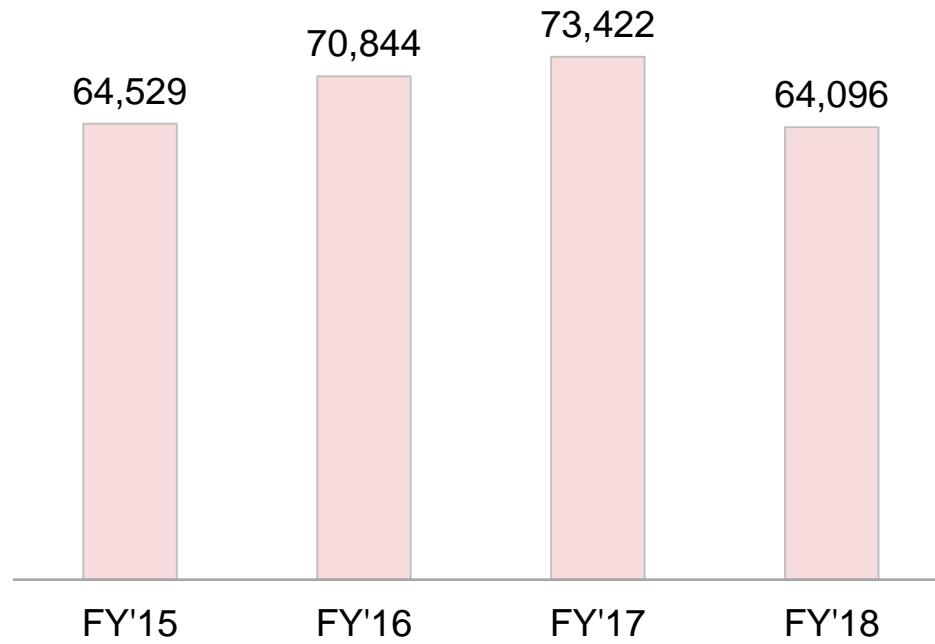
10x Data Traffic Growth



# Financial Performance : India

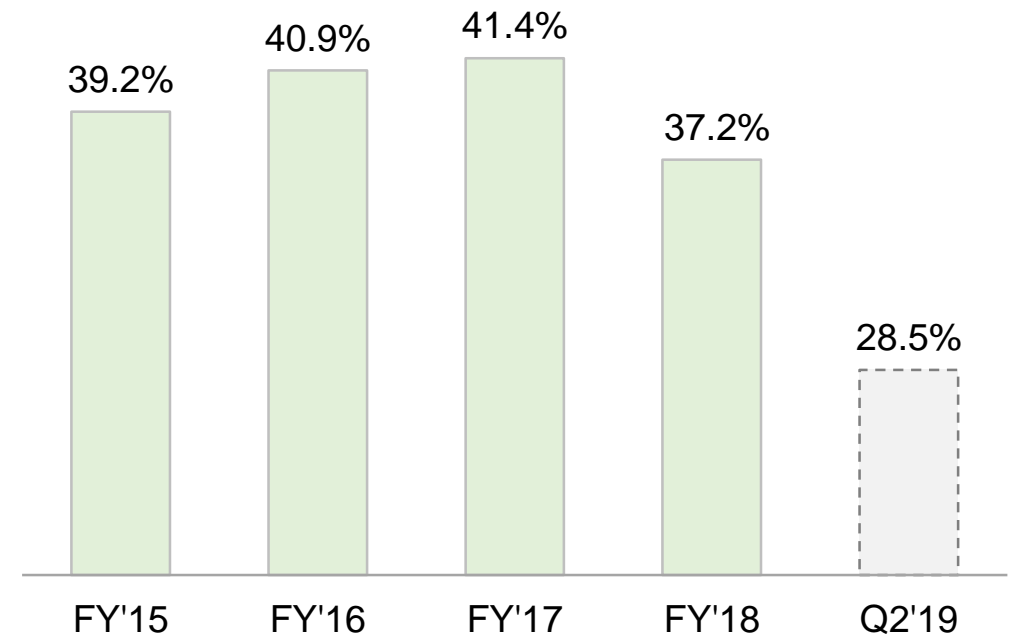


Reported Revenue (Rs. Cr)



YoY Growth %    12.1%    9.8%    3.6%    -12.7%

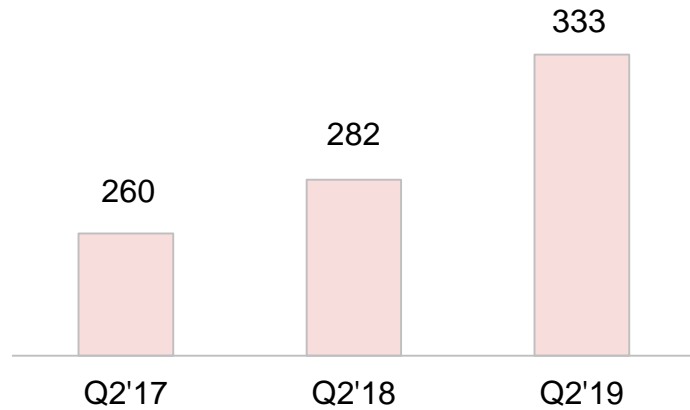
EBITDA %



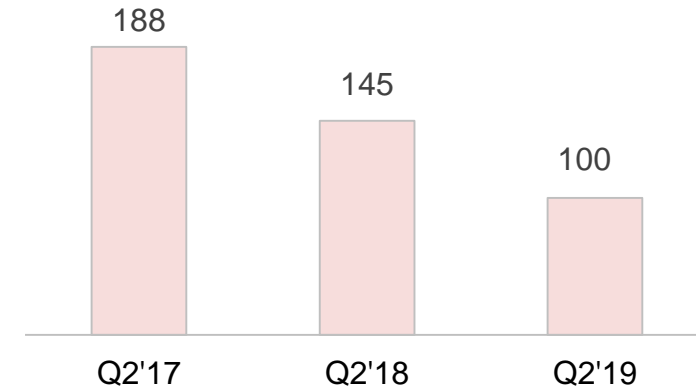
# Operational Performance : Mobile India



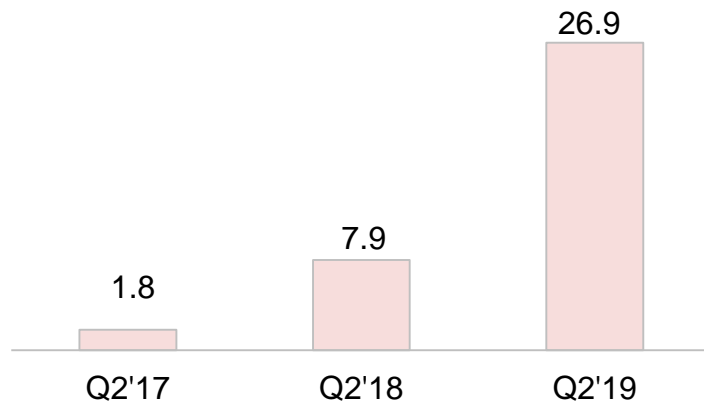
Mobile Customers (Mn)



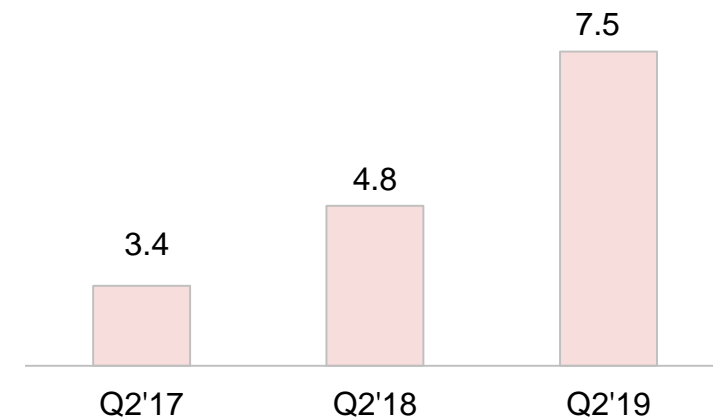
ARPU (Rs.)



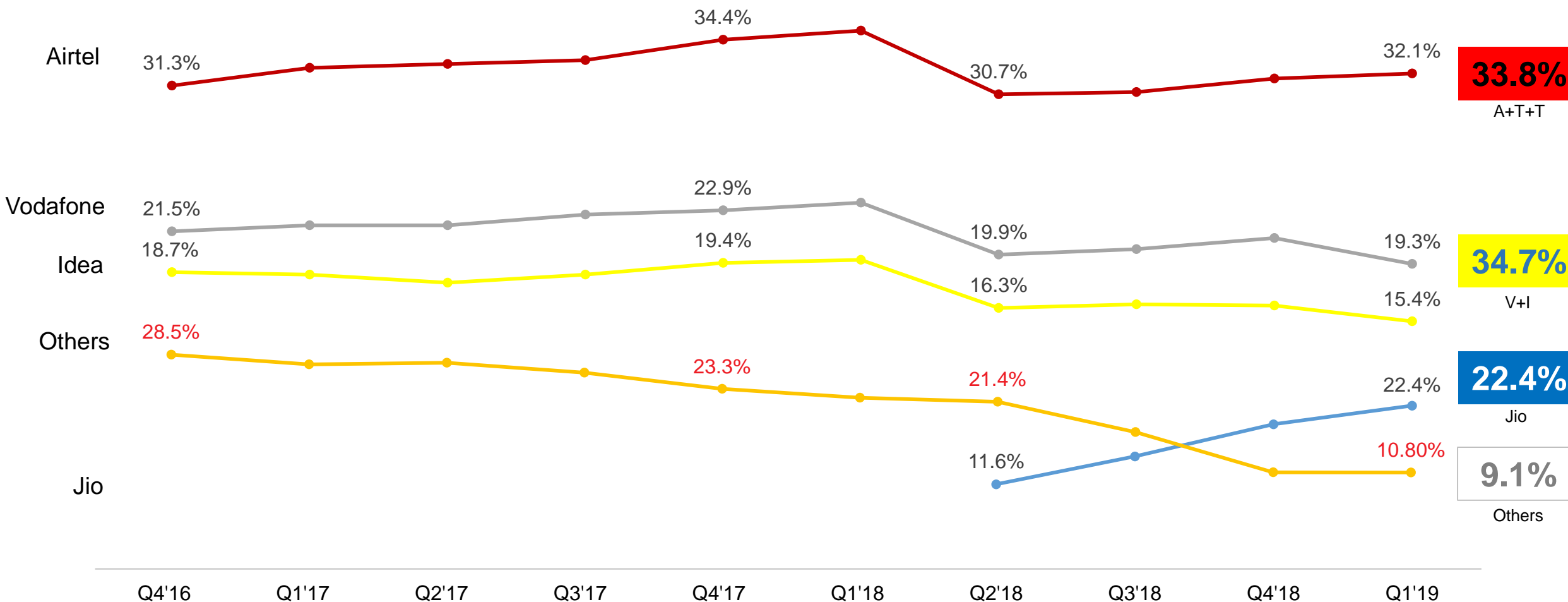
Data Consumed (PB / Day)



Voice Minutes per Day (Bn)



# RMS Performance



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

# Agenda

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

# The Industry and Opportunity

## Mobile



## Homes

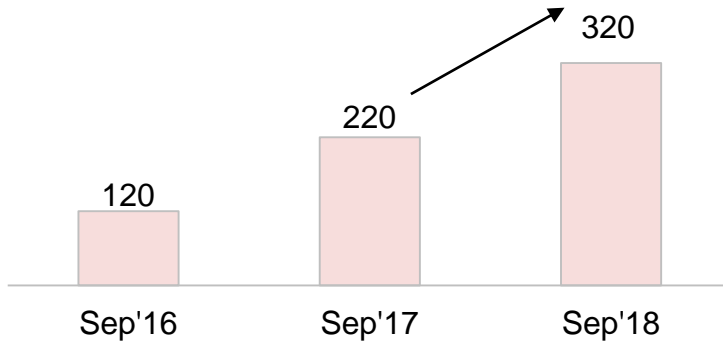


## B2B

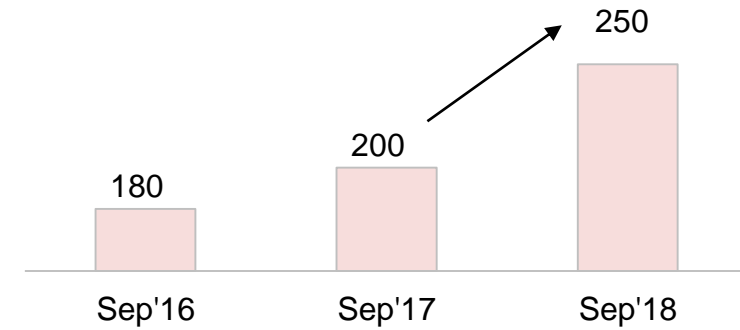


# Explosive 4G Growth

# 4G Phones (Mn)

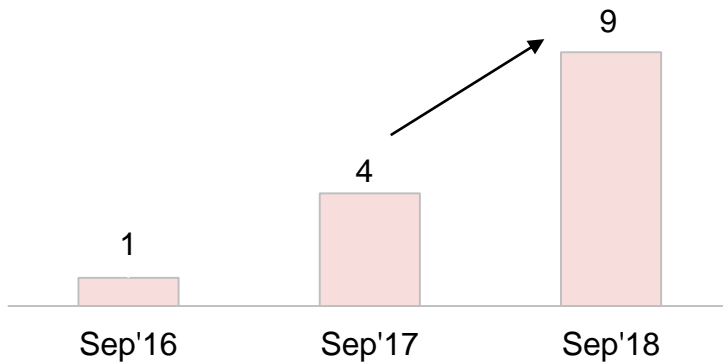


Avg. Time Spent (Mins/Day)

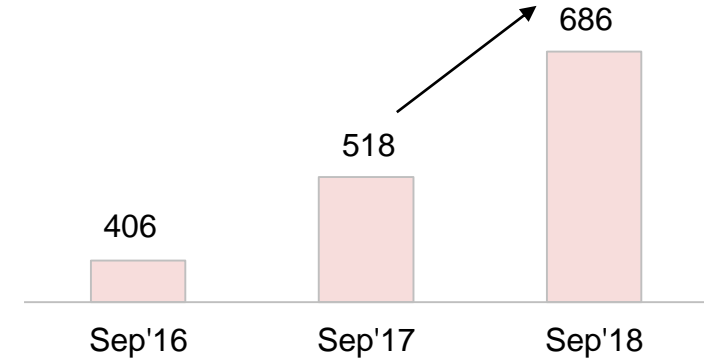


More than a  
Phone

Data usage per month (GBs)

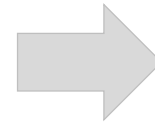
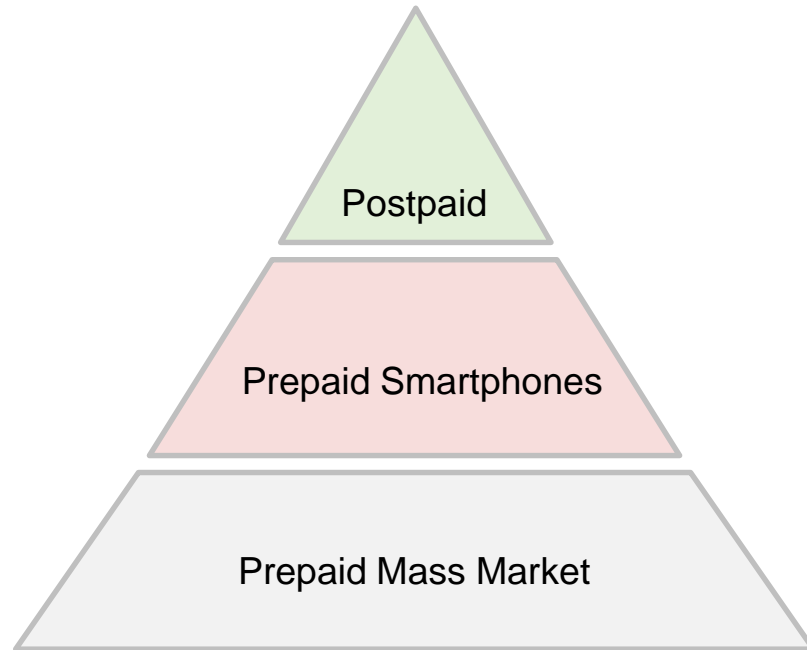


Voice Mins per month

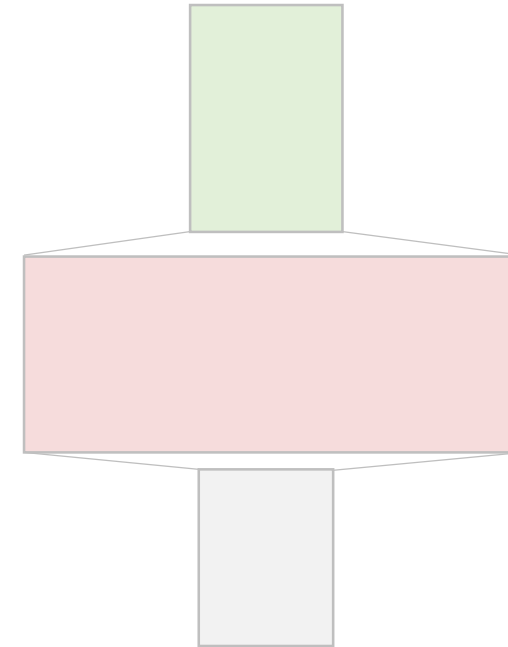


# Opportunity

## Customer



## Revenue Contribution



## Customers



Different Customers, Different Needs

## Geography



High Potential Districts



# The Industry and Opportunity

## Mobile



## Homes



## B2B



## Affluence Rising

Households with Income > Rs 10 L p.a.\*

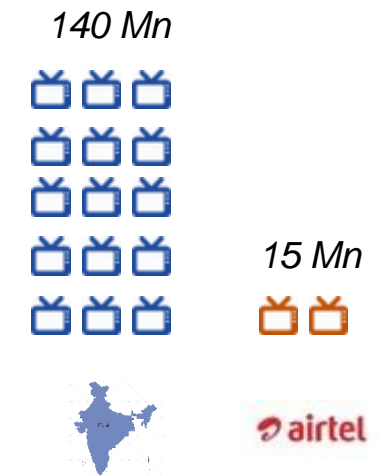


## The Home Opportunity

### Home Broadband



### Pay TV



\* Source: BCG - The New Indian

# The Industry and Opportunity

## Mobile



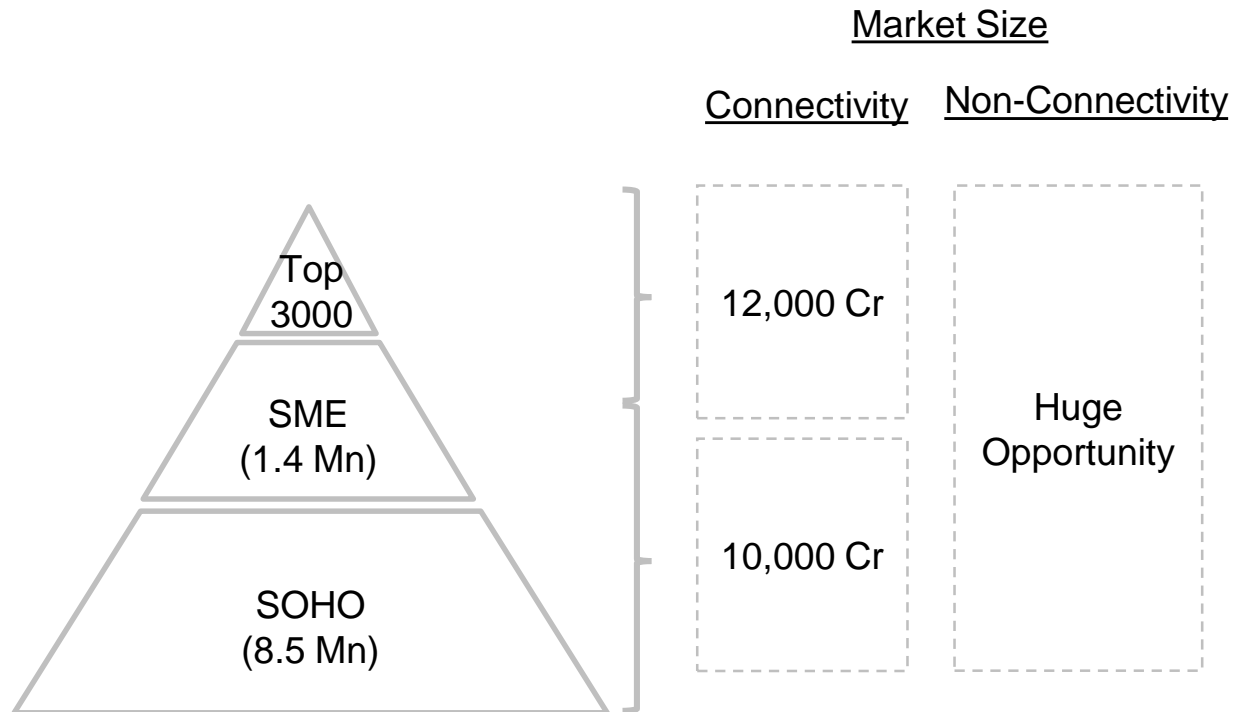
## Homes



## B2B



## Significant Potential



## Use Occasions Exploding



Data Centers



Connectivity



Video Conferencing



Audio conferencing

# Agenda

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

# Airtel Strategy



Win 4G  
decisively

## Our Strategy

Postpaid

- Gain Decisive Leadership through an Exceptional Experience

Prepaid Smartphones

- Win in Urban India and Top Villages

Prepaid Mass Market

- Upgrade to 4G.

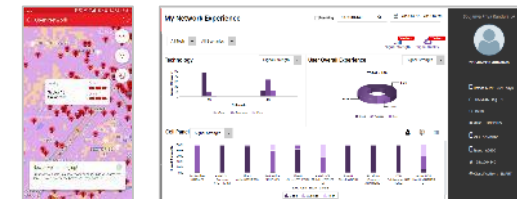
# #airtelTh♥nks



Services

Devices

Network Experience





# Airtel Strategy



Win 4G  
decisively

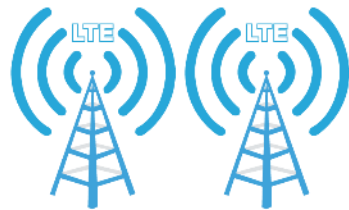


Win with Brilliant  
Experience

## Superior Network Experience

### Create Capacity

- Massive Spectrum Holdings
- L900 Re-farming
- Fiber Densification



### Focus on Quality

- Track Quality at Customer Level
- New Age NOC
- Drive VoLTE



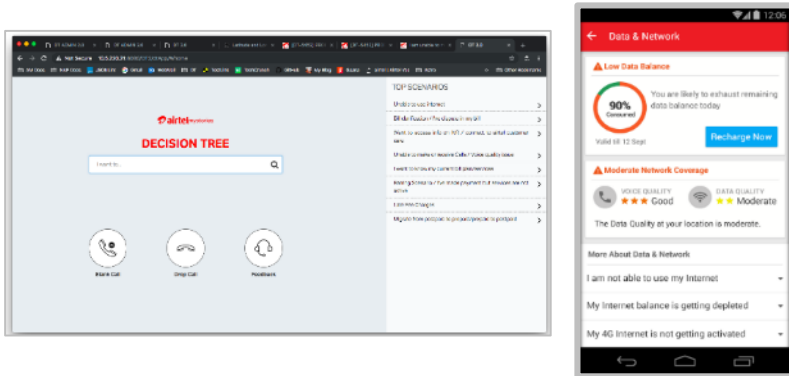
### Disrupt and Innovate

- Reduce Cost per GB
- Work with Disruptive Vendors
- VRan, ePC etc



Transparency and Personalization : Open Network 2.0

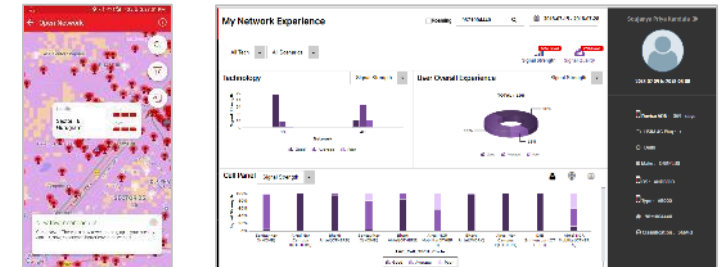
# Win with Brilliant Experience



Automation and Digitization



Digital Experience at Stores



Personalized Network Experience

# Airtel Strategy



Win 4G  
decisively



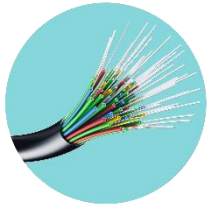
Win with Brilliant  
Experience



Build New  
Revenues

## Accelerate Homes

Broadband



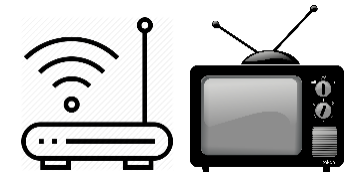
Focused Expansion

DTH



Rapid Expansion

Integrated Homes



Converged Solutions

# Build New Revenues

## Accelerate B2B

Expansion



Grow SME & Go Deep

Alliances



More Products, Stronger Relationships

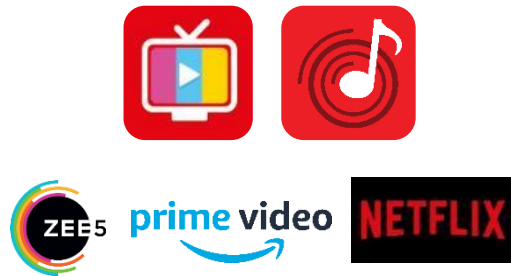
Build New Verticals



# Build New Revenues

## Grow Digital Services

### Content Services



### FinTech Services



## Partnership Principles

**T**

Transparent Commercials

**E**

Ease of Integration on our Platform

**A**

Accelerated Adoption of Partner Propositions

**M**

Mutual Growth





# Build New Revenues

## The Open Telco Platform

Alliances (Examples)



# Airtel Strategy



Win 4G  
decisively



Win with Brilliant  
Experience



Build New  
Revenues



Win with a War  
on Waste

# Win with a War on Waste



## Drive Opex Savings

- Process Re-engineering
- Digitization and Automation
- Business Simplification



## Improve Capex Productivity

- Infrastructure Sharing
- Smart Procurement
- Adopting Disruptive Technologies

# Airtel Strategy



Win 4G  
decisively



Win with Brilliant  
Experience



Build New  
Revenues



Win with a War  
on Waste



Win with People

## Cross Functional Team Work



## Passion and Motivation



## Simplify Organization



Build Airtel of the Future

# Airtel Strategy



Win 4G  
decisively



Win with Brilliant  
Experience



Build New  
Revenues



Win with a War  
on Waste



Win with People



Win with a Digital Airtel

**Simultaneously Consolidating in the Short Term**

**And**

**Building for the Longer Term**



**Winning with Customers & New Age Go To Market**



# Customer Scale| 800 Mn Mobile Users in the Country



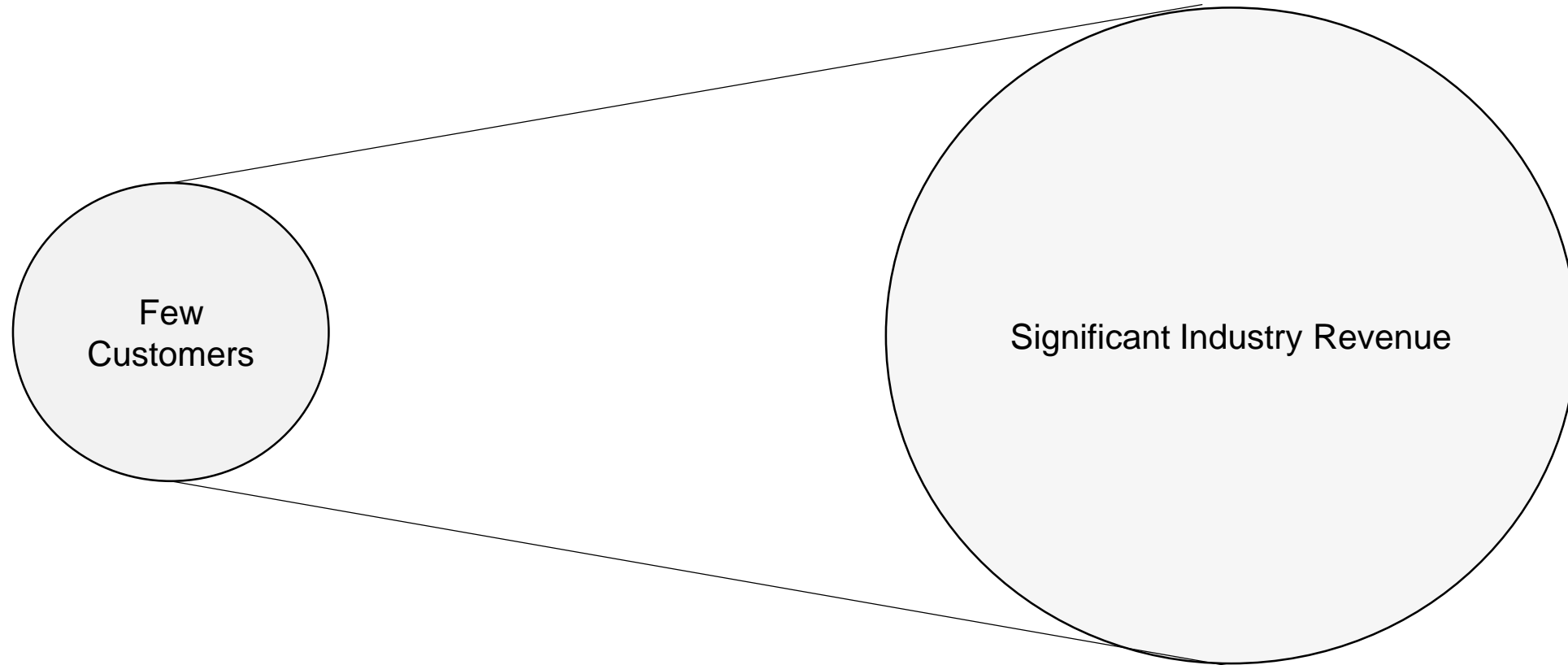
1.2 Billion Indians

800 Mn Mobile Users

Win with Customers

# Winning with Customers| Few Customers = Significant Revenue

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Exceptional Service to Customers – Exciting Content and Privileged Experience

# We have a deep understanding of who our customers are



## Using Data Science and Customer Insights

### Identifying our Customers!



### Services

- What do they want to buy, spend on?
- Content
  - Financial Access



### Attitudes & Behavior

- Who are they?  
What are their needs, aspirations?

#### Demographics

Age  
Gender  
Profession  
Location

#### Psychographics

Personality  
Values  
Activity  
Interests

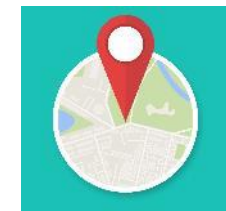
### Devices

- What devices do they aspire for?  
What do they enjoy using?



### Geography

- Where are they from?



# Clarity about how this will be delivered



## #airtelTh♥nks



**airtel** Payments Bank



Services

Devices

Network Experience



**SAMSUNG**

**oppo**

Priority Resolution



**Exciting Services, Device & Privileged Experience | Seamlessly delivered through our Omni-Channel Touch points!**

# Open Partner Ecosystem to get the very best for Customers



**T**ransparency



**E**ase of Integration



**A**doption made easy



**M**utual Growth and margins



# Multiple touch points| Consistent engagement with customers



1.2 Mn Retailers



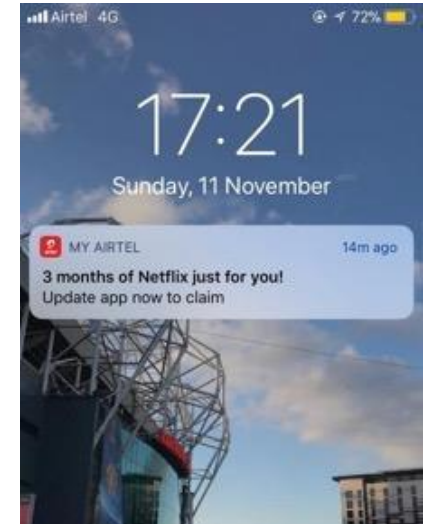
2,850 Stores



Exclusive Promoters



Digital Touchpoints



**CONTINUE WITH BUNDLE**

4G Handset Customer  
Bundle RC 149 will expire in **05** days

Watch Kareenjit Kaur on ZEE5 for FREE with #airtelThanks

On Bundle Recharges of 199 & Above

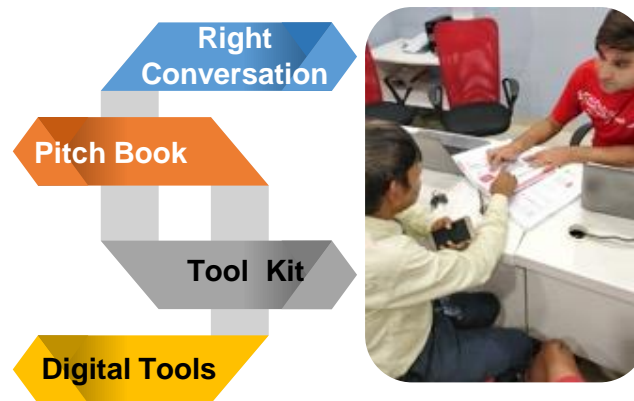
Also get Endless Entertainment for FREE on

**HOOG** **EROS NOW** **ALT**

**Sell Bundle RC 199**

Rs199=39.2GB(1.4GB/day) along with unlimited Local, STD+Roaming calls and 100 SMS/day for 28 days.

COMMISSION 5.70% **SUBMIT**



# In Summary | Well geared to Win With Customers!

## #airtelTh♥nks

Services

Devices

Experience



Strong Network Rollout



Brilliant Partnerships



**Delivering World Class Digital services**

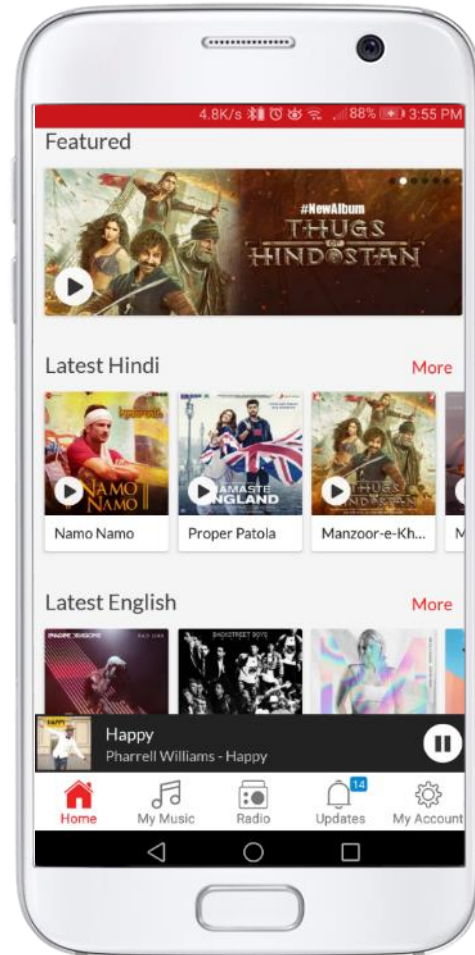


# We have built the two largest media products in the country



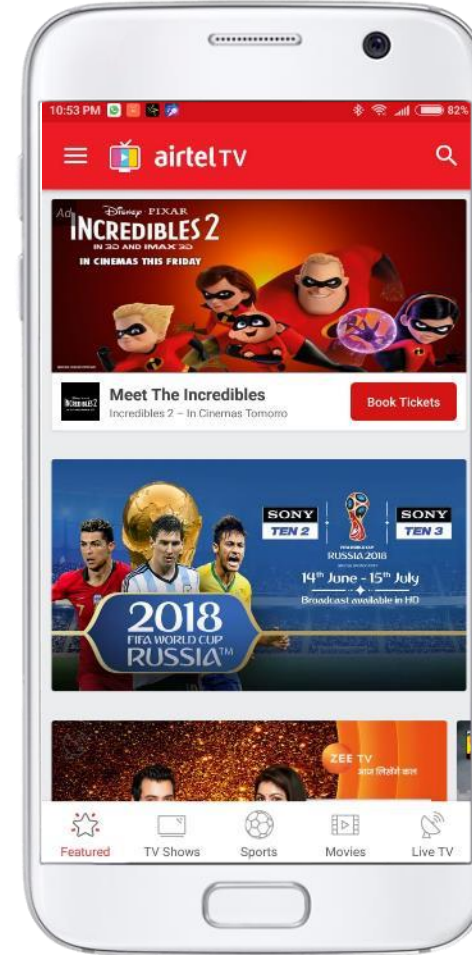
## 100 Million Customers

- #1 Music Streaming app in India
- Highest Engagement metrics in the Industry



## 80 Million Customers

- 375 Linear channels & over 10K Movies & shows
- 2000 years (1.3bn min) watch-time per month

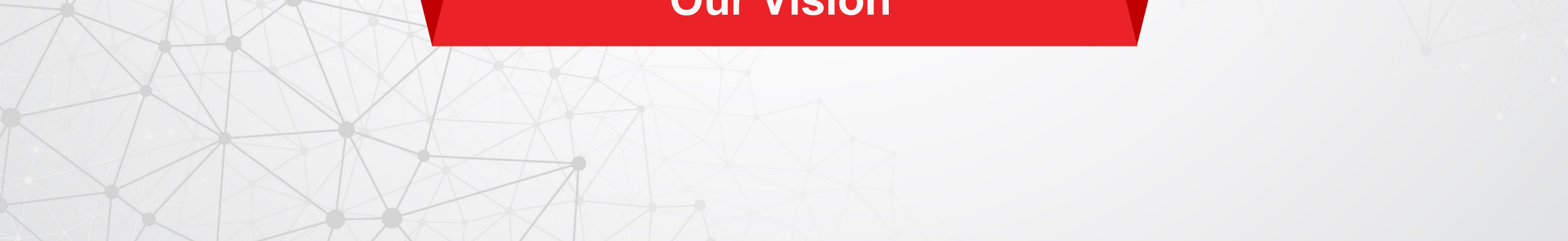


Built with love by a young and passionate startup team within Airtel





**Our Vision**



# Our Content Play | Media products drive 3 business objectives for us



## Drive Airtel Telco Objectives



Consumer  
Stickiness



ARPU uplift

## Build New Revenues

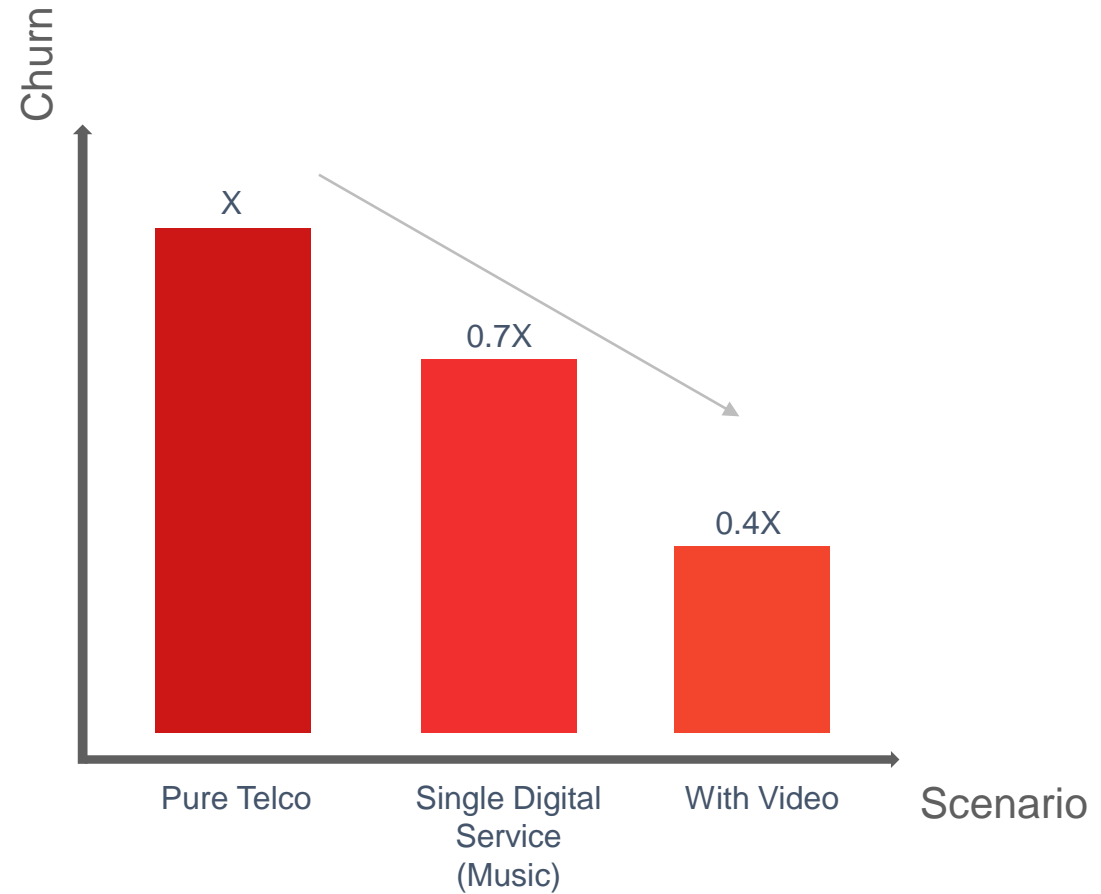


Advertising

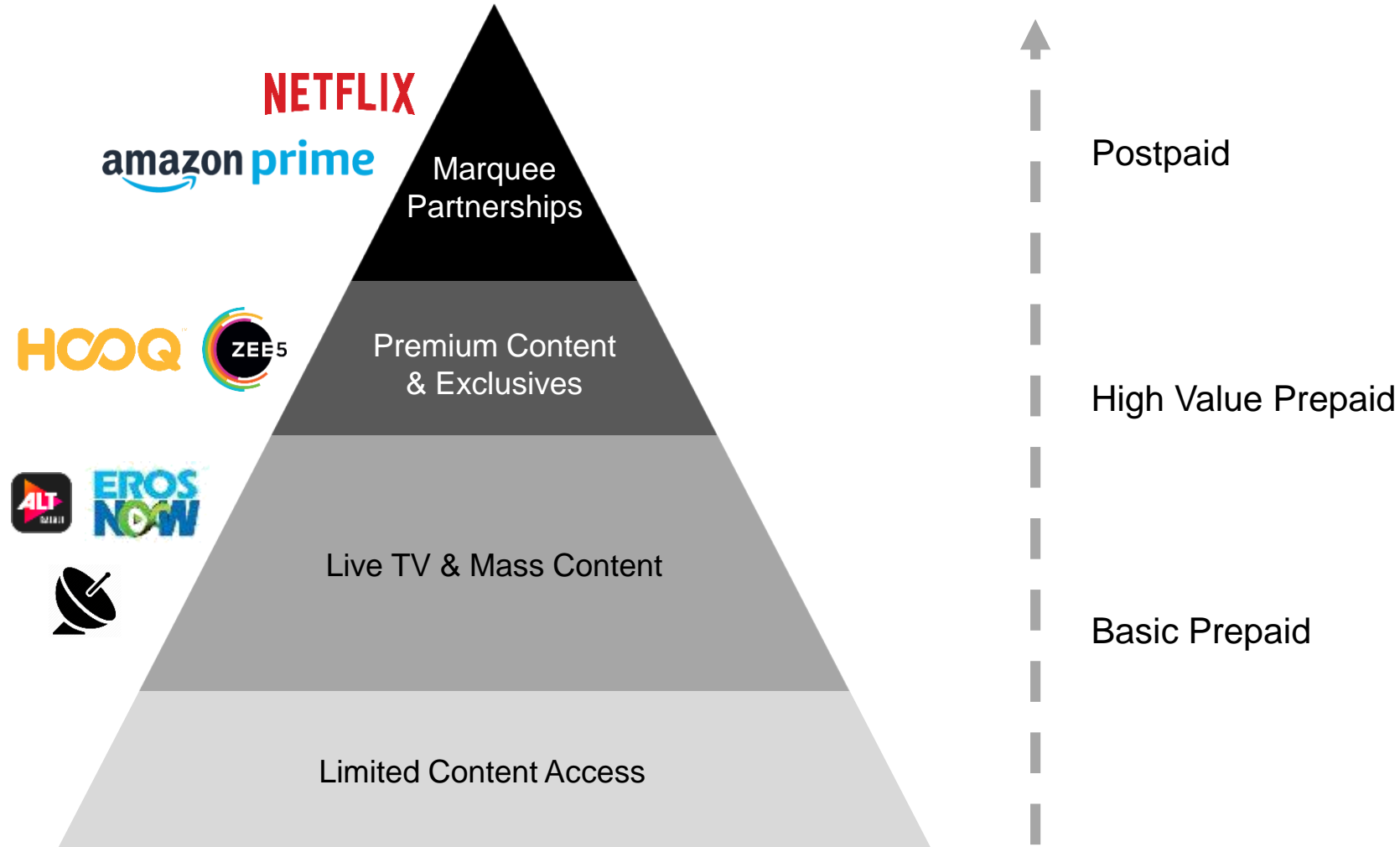
# We are already seeing a significant impact on customer stickiness



Material Impact  
on Customer  
Lifetime Value



# We are using content laddering to drive ARPU Uplift on Airtel TV



# New Revenue Streams | Advertising revenue as a targeted publisher



**Inventory**  
Multi Bn – video, audio, display



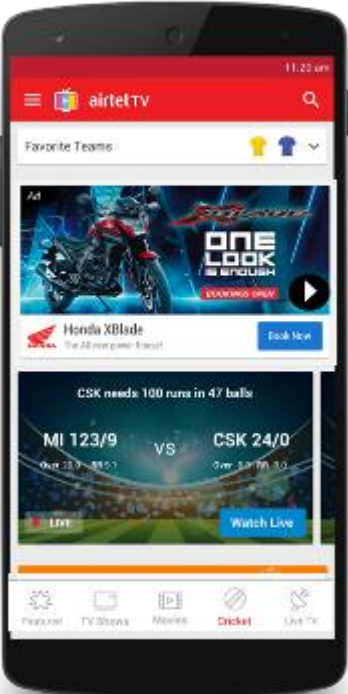
**Intelligence**  
Driven by Customer 360



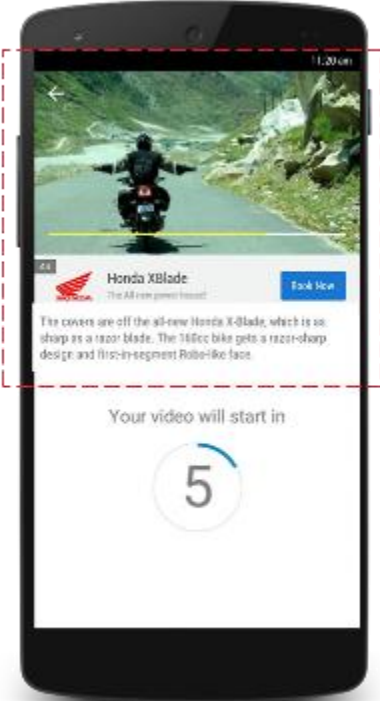
**Innovation**  
Future proof & low intrusion channels



Audio Ads



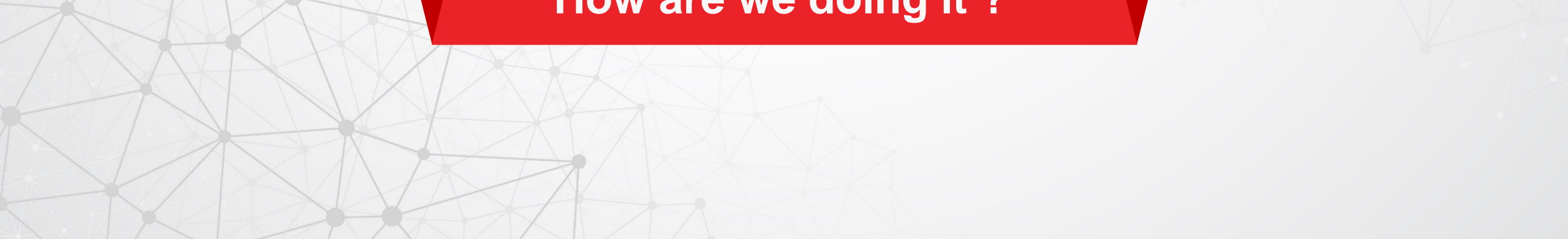
Video Mastheads



Video Ads



**How are we doing it ?**





# Building integrated & flexible micro services



**Single Sign-on**



**Advertising & Smart Targeting**



**Personalized experiences**



**Reco & Reward capability**

# Tight Cross Pollination across Digital Assets



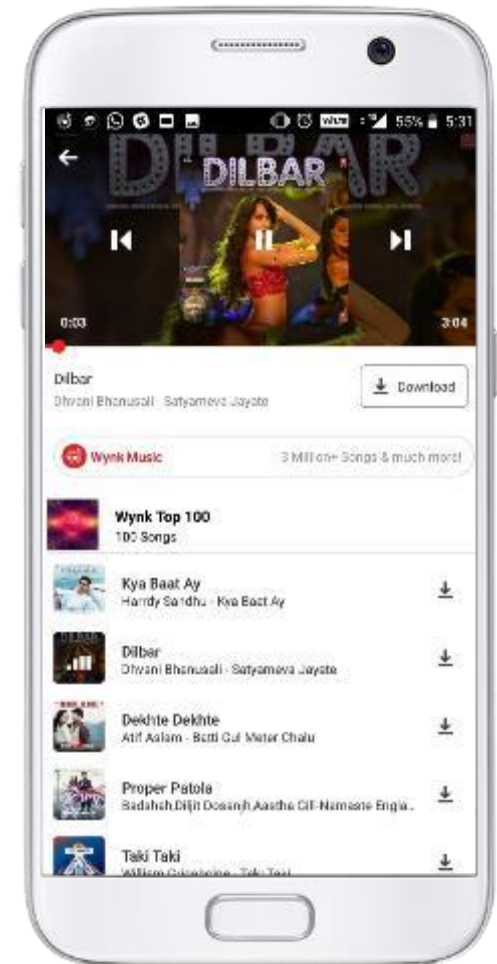
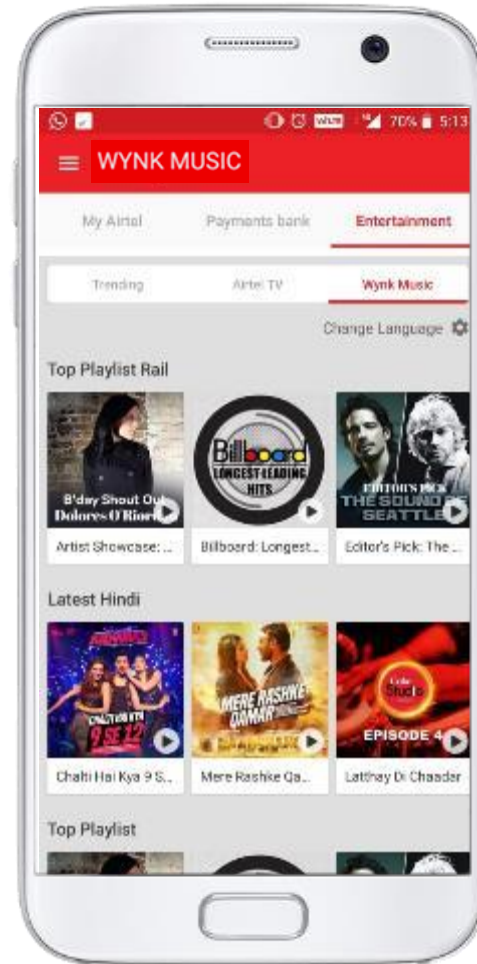
Digital distribution strategy with a Plug & Play SDK of Audio & Video



Integrates with the partner app in less than 7 days



Already powers My Airtel app →





**Creating Next Generation Network**

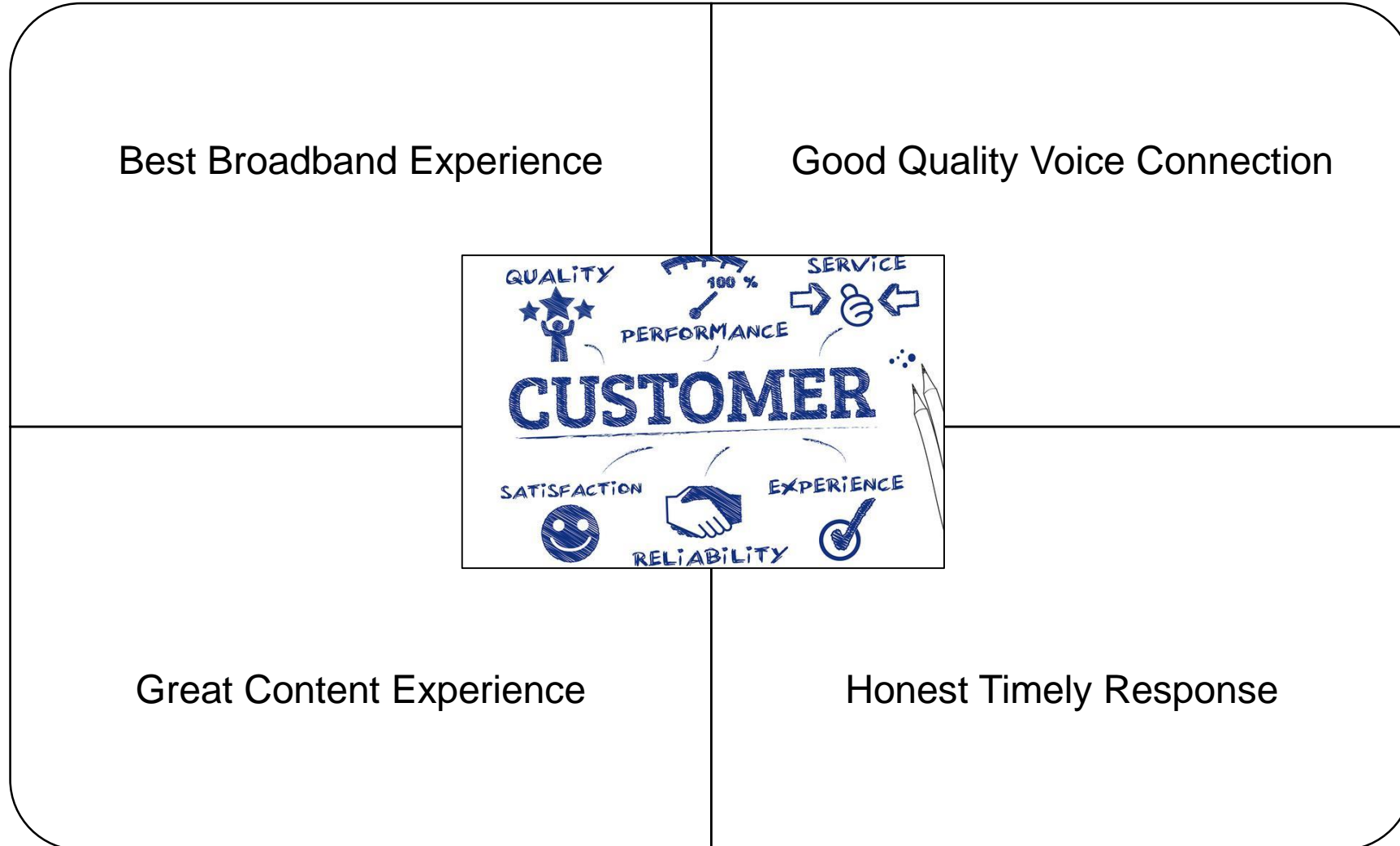
# Building Next Generation Network

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- Sufficient capacity
- Deeper coverage
- Optimizing “experience”
- Automation of network operations
- Reducing cost of delivery

# Promise to Our Customers



## Creating Capacity & Extending Coverage

# Well Positioned with Spectrum Holdings

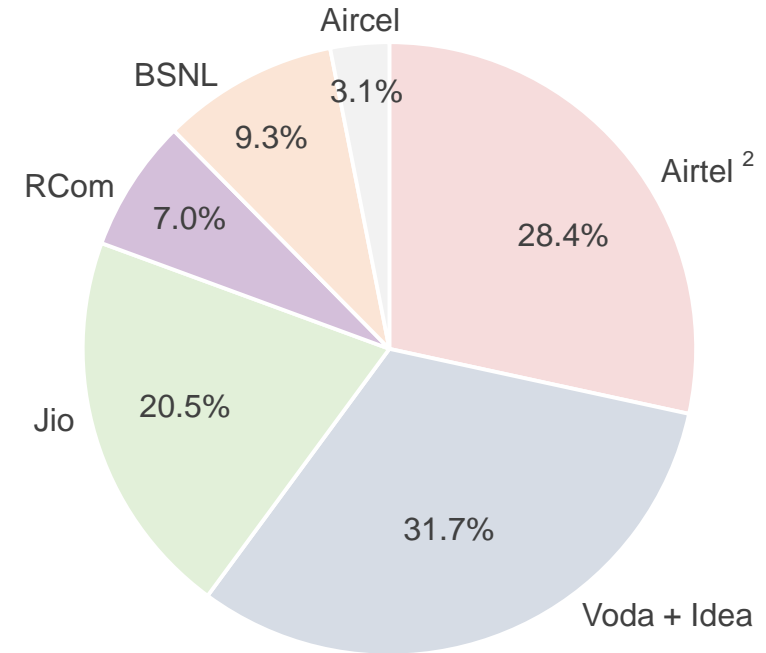


## Airtel's Spectrum

<u>Band</u>	<u>Footprint</u>	<u>Holding per Circle</u>
Low Band	15 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



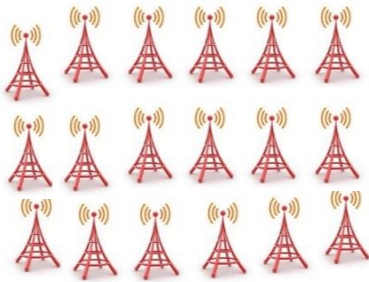
Massive spectrum holdings across all bands, with maximum spectrum deployed for 4G

1. Except for Kolkata (9 Mhz) and West Bengal (11.2 Mhz)

2. Includes liberalized spectrum of Tata

# Sufficient network capacity

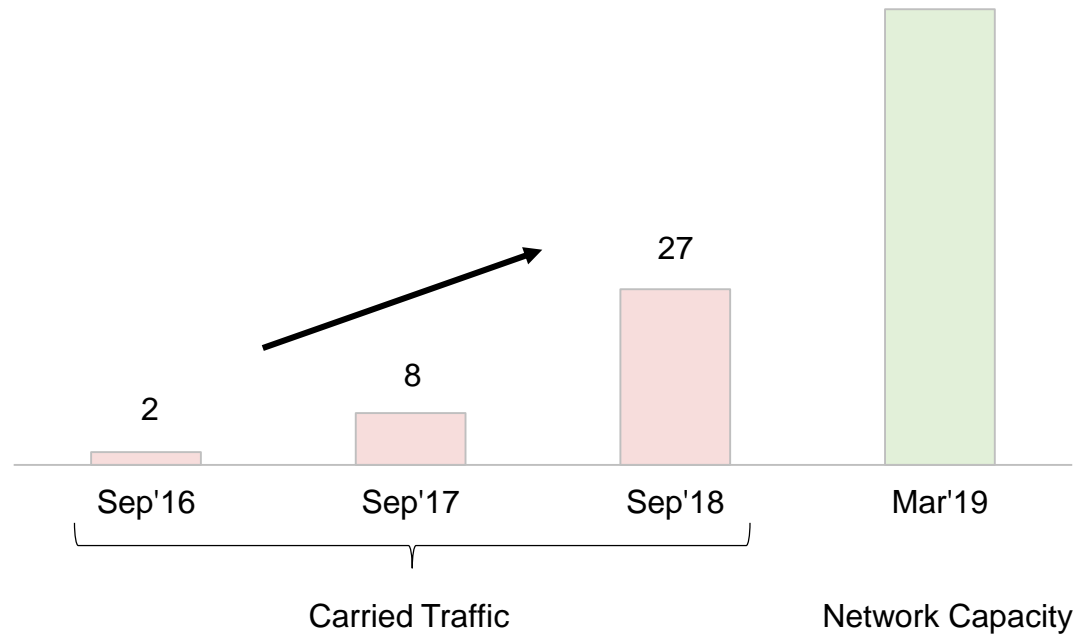
## Largest Ever Deployment



~200K Base Stations

In last 2 years

## Carried traffic (PBs/ Day)

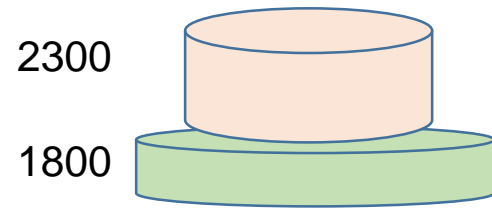


Sufficient headroom in network capacity to ensure good user experience

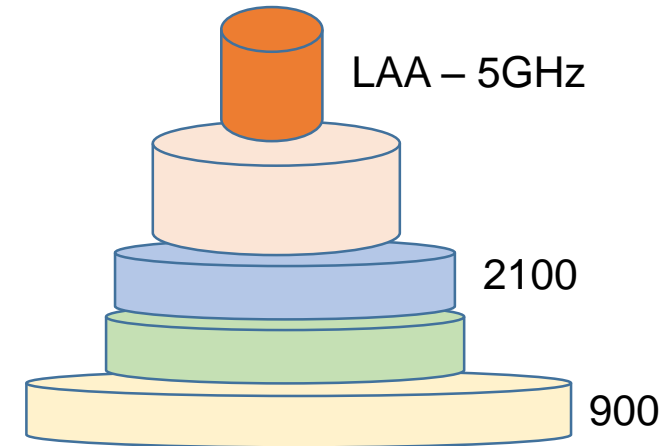


# Augmenting Capacity on Existing Sites

## Maximizing spectrum for 4G



Two layers

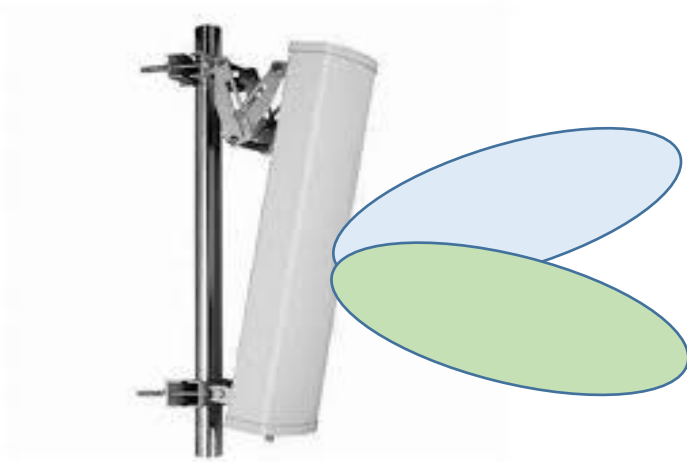


Five layers

Adding capacity with minimum increment Capex & Opex

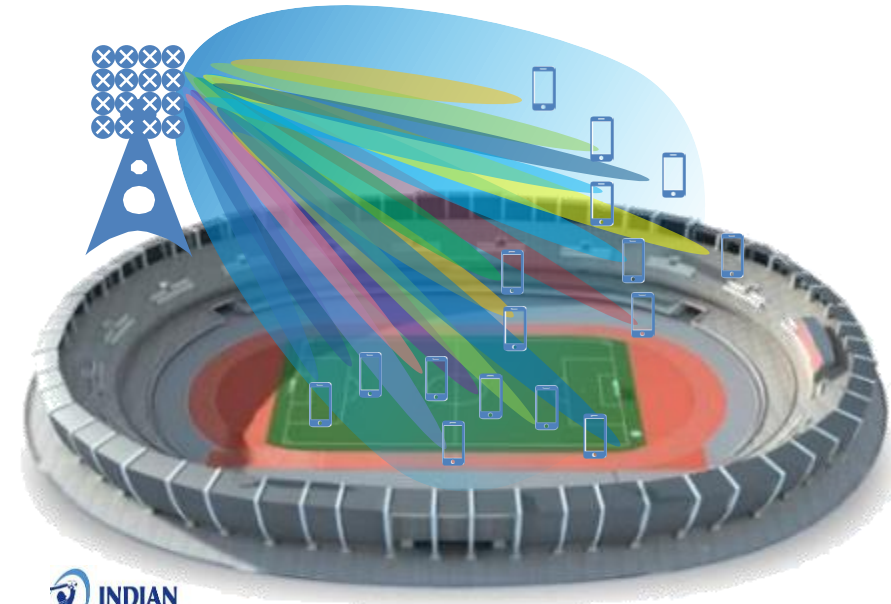
# Address Hyper Capacity Sites

## Sectorization



2x capacity and additional indoor coverage

## Massive MIMO



3x~5x Capacity Gain

Adding capacity with minimum increment Capex & Opex

# Extending Coverage - 4G in Sub-GHz band (900MHz)



## Increase in VoLTE & data consumption

- Enhanced time spend on 4G
- Reduction in customer complaints
- Additional spectrum for 4G, improving data experience
- Existing handsets supports 4G in 900 band

Reframing liberalized 900 band spectrum to 4G across ten circles by Mar'19

# Small Cells for Coverage & Capacity



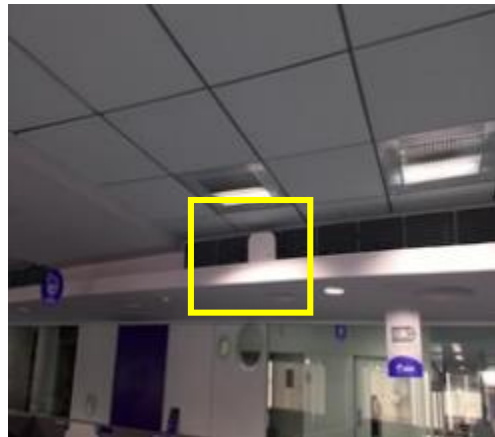
Outdoor Hot Spots



High traffic locations



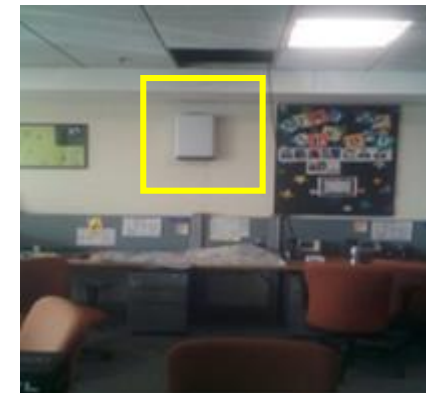
Public locations



Inside shopping malls



Tourist locations



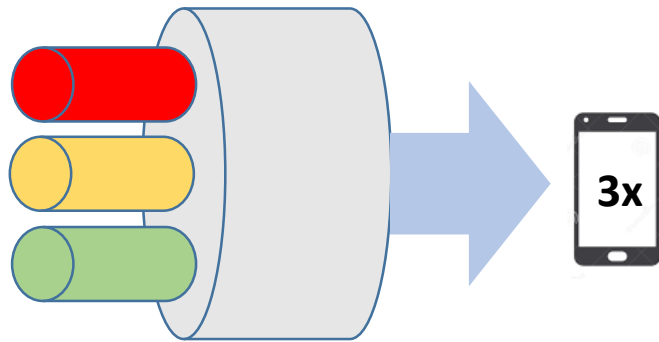
Corporate offices

Small cells with innovative Opex models – collaboration with ecosystem

# LTE-Advanced for Improving User Experience & Capacity



## India's first 4.5G network



Aggregating 4G carriers

## Improvements

- 3x increase in peak throughputs
- Increase in network capacity with existing handsets
- Further opportunity to increase with 4x4 MIMO handsets



Software only upgrades on existing sites to augment capacity & improve user experience

# Getting Backhaul Ready for 4G & Massive MIMO

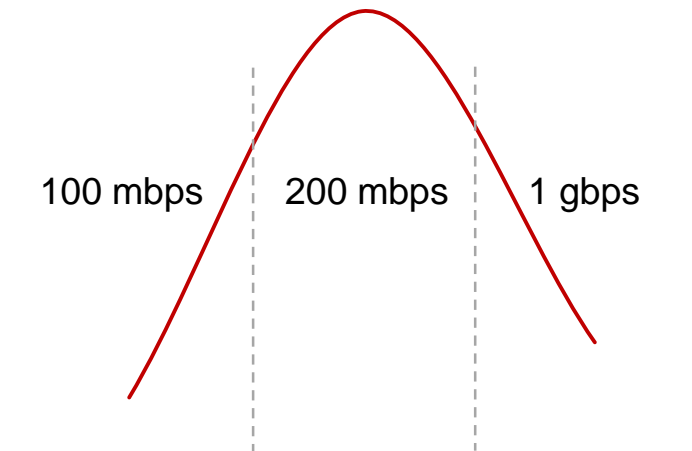


## Challenge

1. Backhaul readiness for 4G expansions
2. 1Gbps for massive MIMO sites

## Approach

Getting sites ready for Massive MIMO & 4G capacity



Upgrade 200Mbps sites to 400Mbps using additional spots

Single hop network – ready to support capacity across all 4G bands

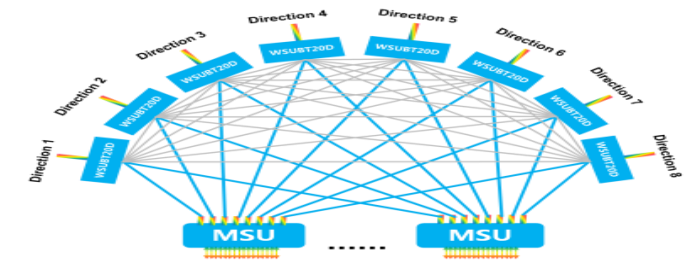
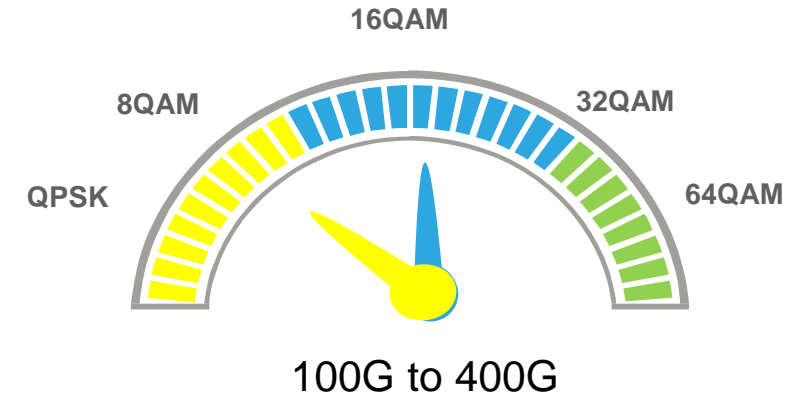
# Building Transport “Expressways”

## Extreme-scale architecture

Readiness to handle data explosion

@ disruptively lower cost/bit

- 10x scalability
- Superior network uptime
- 5G Ready backbone



Full optical cross-connect

Worlds Largest Self healing ‘IP over photonics’ implementation

# Improving Operational Efficiency



Single RAN



Outdoor Sites



Outdoor microwave

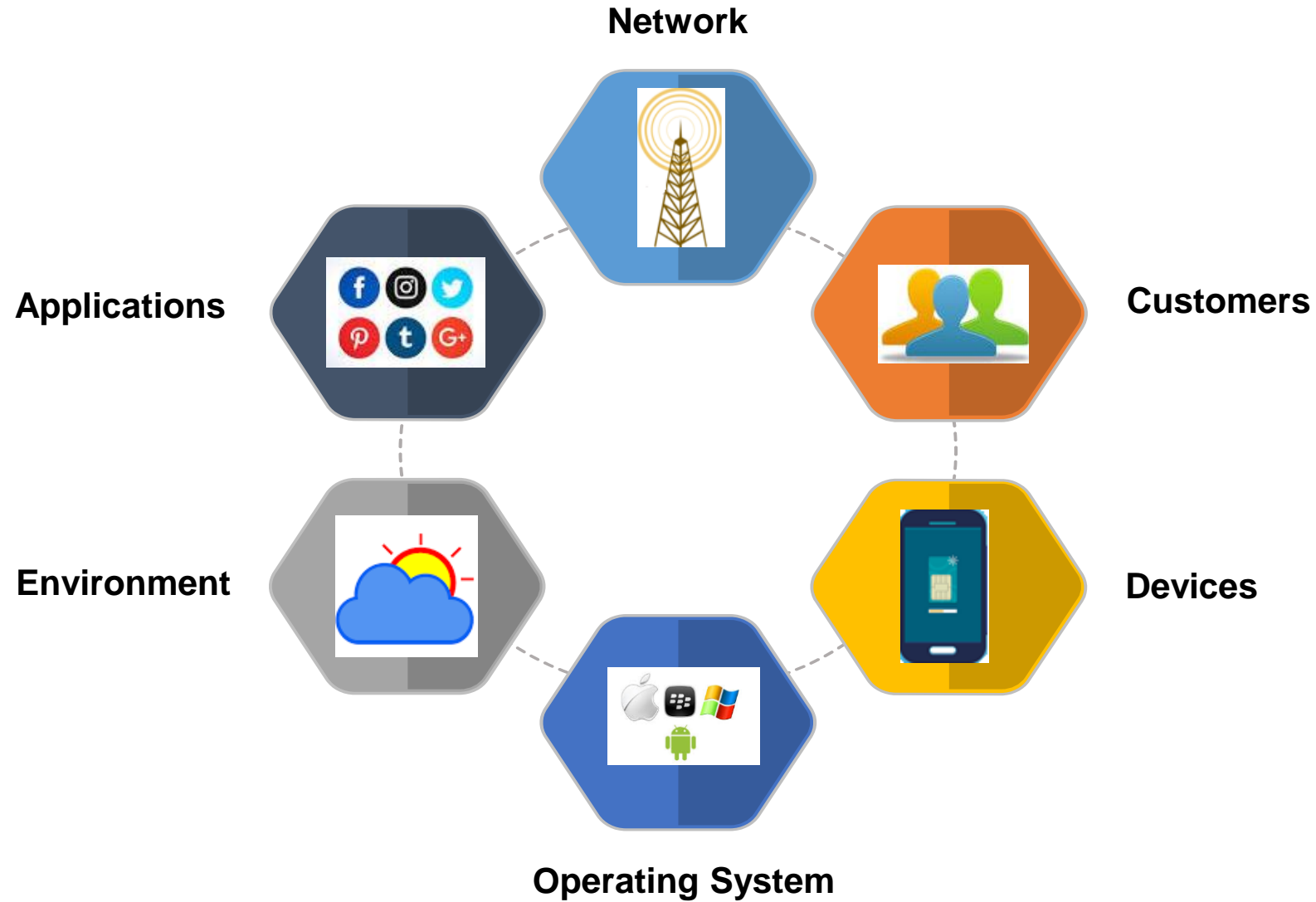


Using new generation architecture for improving coverage, experience & tightening OPEX



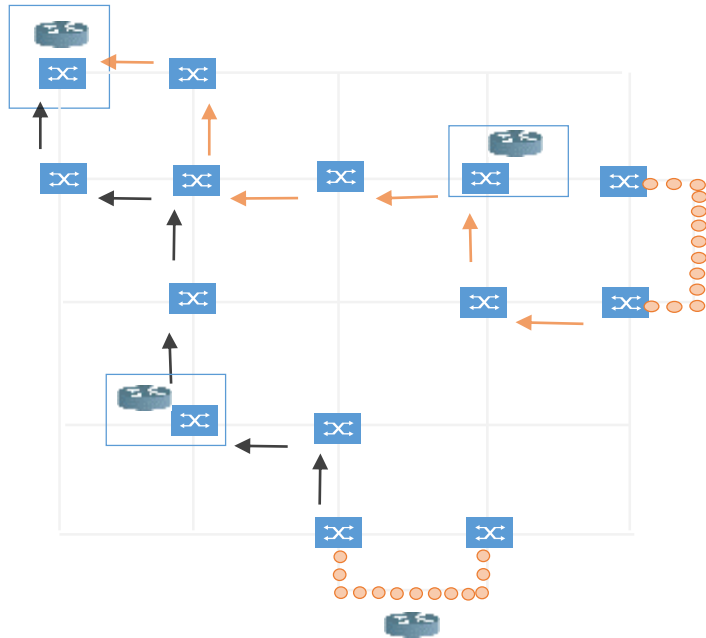
## Improving Voice & Data Experience

# Customer Experience – End to End perspective

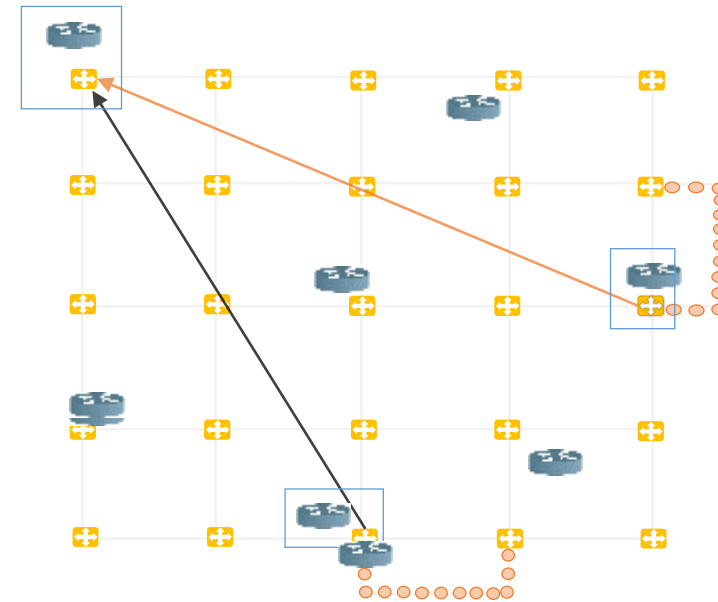


# Taking Content Closer to Customer – Reducing Latency

## Challenge



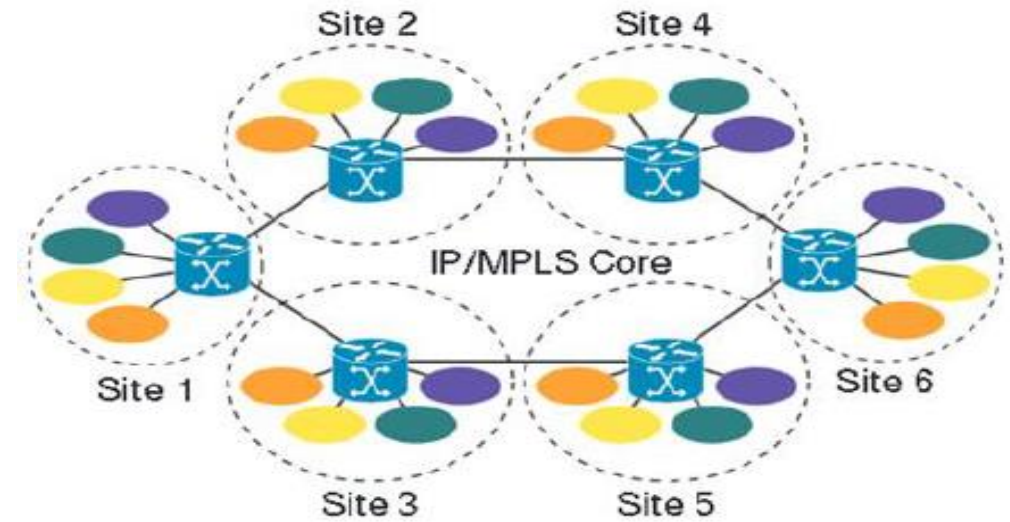
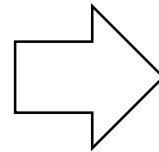
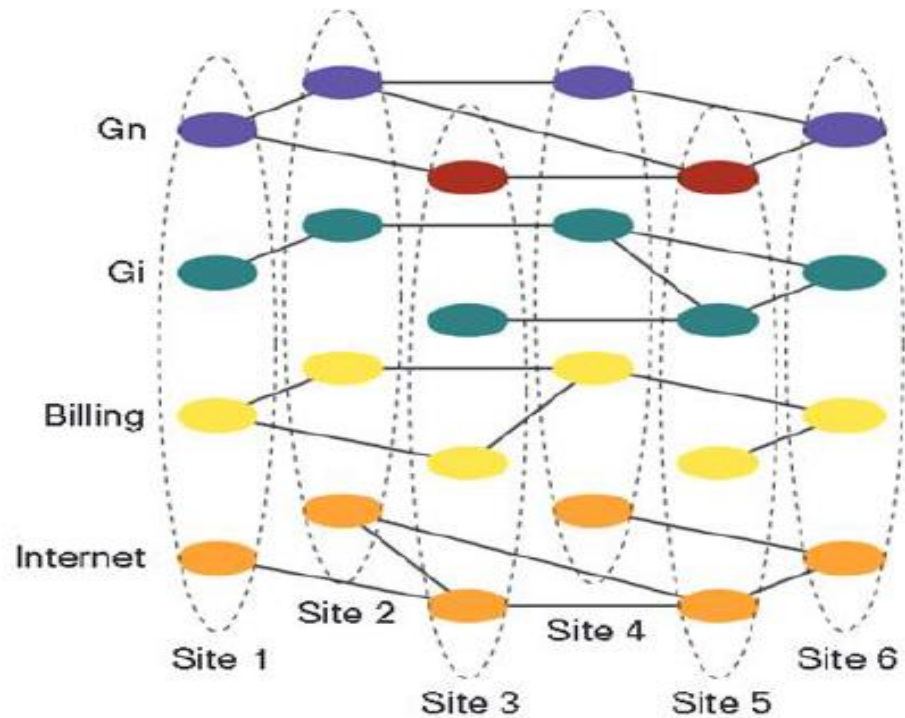
## Approach



- Legend**
- ⊗ Cross-connect
  - ⊕ Optical by-pass
  - ⊗ Router
  - Access node

Over 350 mini data centers for distributed content connected with IP over Photonics

# Automation of Service Provisioning & Management

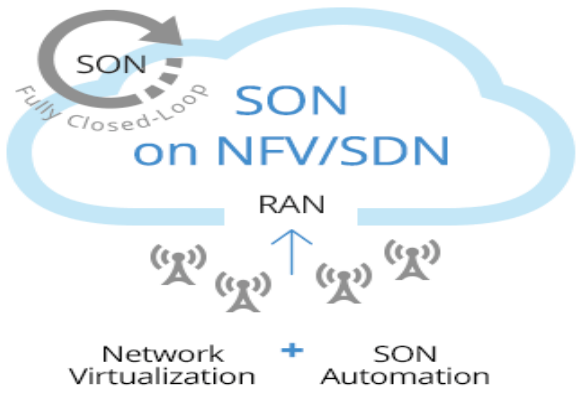
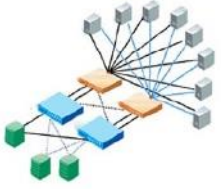
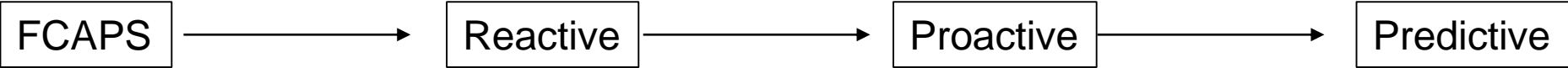


Software defined network, agile and converged IP network

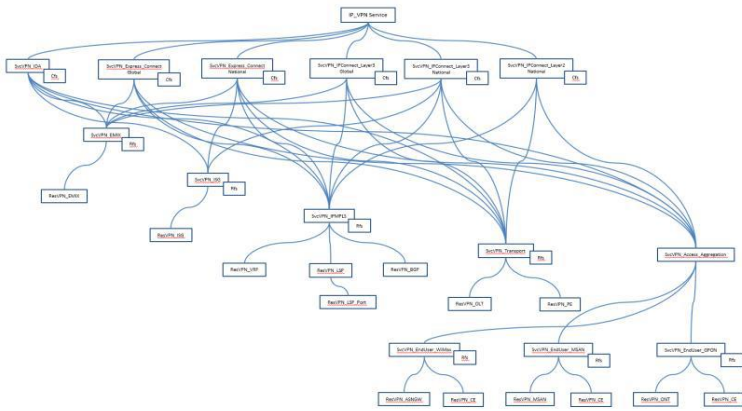
# Building Predictive Experience Management



📍 We are here      📍 Point of arrival



Self Healing network



e2e Root cause map

Leveraging Machine Learning & Artificial Intelligence to optimize user experience before it hits the customer

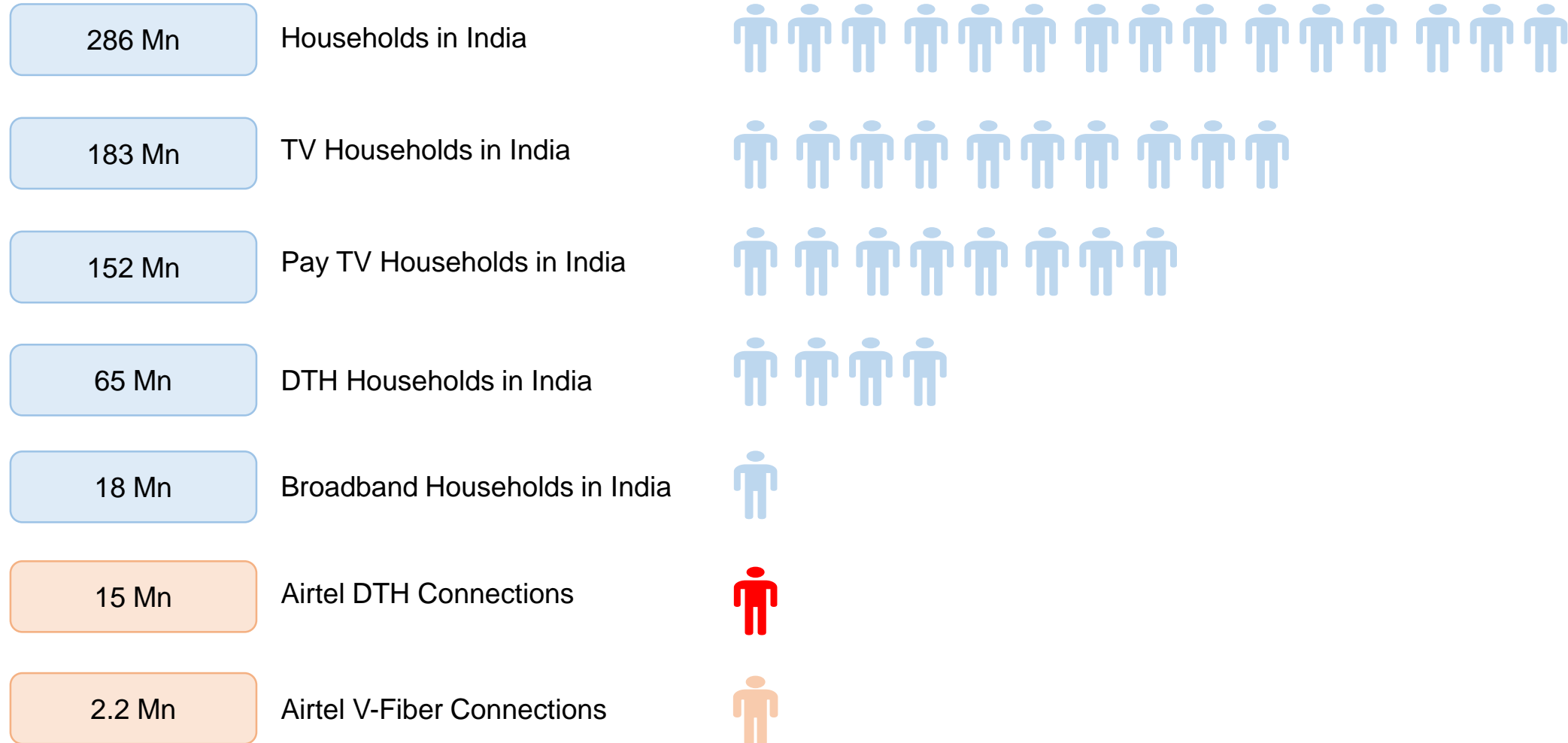
## **Passionate across organization for delivering delightful experience**

- Augmenting capacity with minimum cost
- Extending coverage using liberalized low band spectrum
- Moving to proactive & predictive experience



**Homes of the Future**

# Opportunity 1: Expansion





# Opportunity 2: Converged Solutions

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Changing media consumption and lifestyle habits: 30 Mn HH with 10L+ income p.a.\*



# Growth Opportunities

DTH:

Rapid Expansion



V-Fiber:

Focused Expansion



Airtel Home:

Converged Solutions



# Airtel Home: Leverage Go-to-market of V-Fiber & DTH



1500+ Channel Partners



2850 Airtel Stores



National Retail Presence



Modern Trade / B2B Relationship



Strong Sales & Service Organization  
& IT Enabled Processes

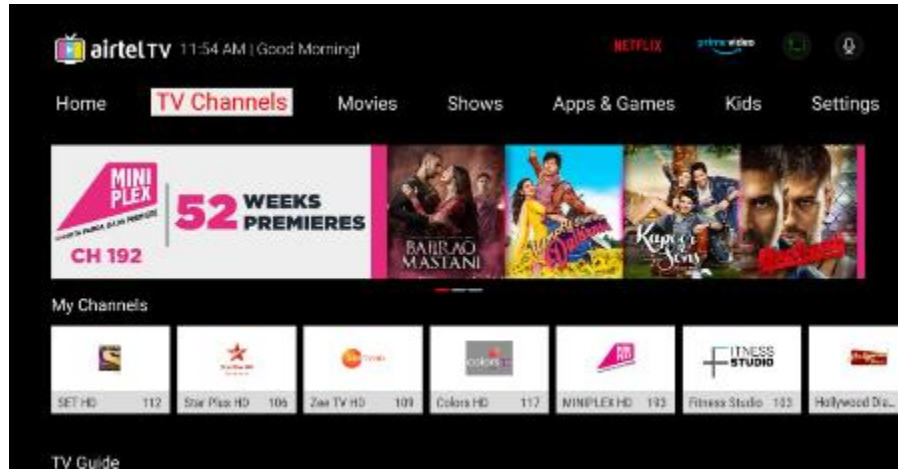


Robust Partner Ecosystem

# Airtel Home: Consumer Proposition



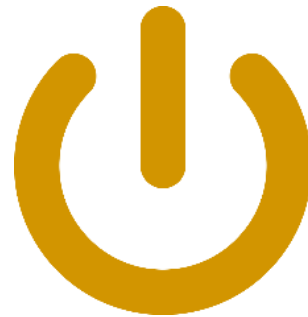
## Single Proposition for Linear & Non-Linear Content



## Single Bill, Single Payment



## Single Sign-on



## Content Discovery & Recommendation



# Airtel Home: Consumer Services

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Catch-up TV



Voice Assistant Integration



Video-calling



Internet of Things:  
Smart Homes



Cloud DVR



Security/ Surveillance



Gaming

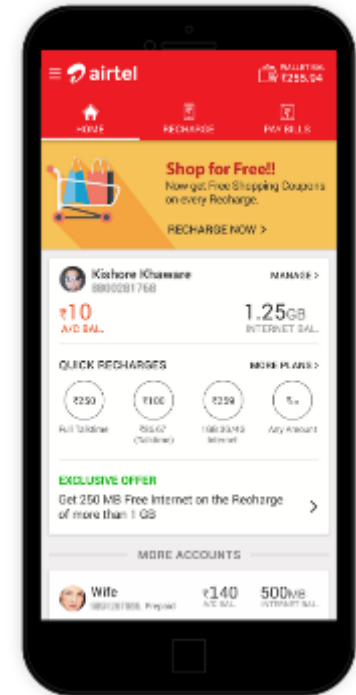
# Airtel Home: Best-in-class service experience



Homes Platform



Premium Customer Care  
for 'Homes' Customers

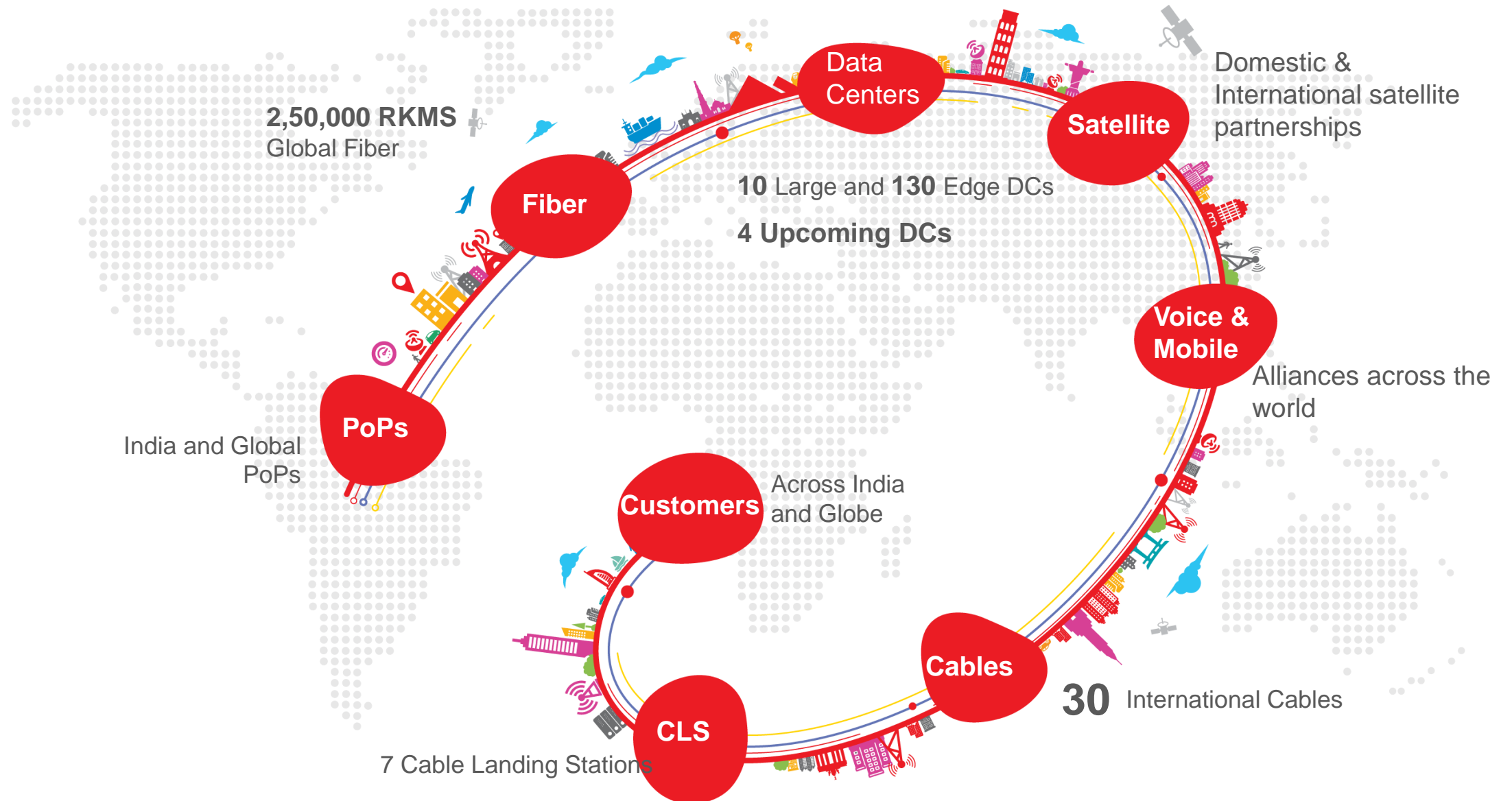


Digital Journeys  
for Entire Customer Lifecycle



**From Pipes to Enterprise Solutions**

# Airtel Business | An Overview







## Data & Connectivity

Internet | MPLS | IPLC &  
Ethernet  
VSAT | NLD | Local Access



## Data Center & Cloud

Colocation Services | Managed  
Hosting | Infrastructure  
Management | Cloud Solutions



## Global Voice & Messaging

Wholesale Voice | International  
Toll Free (ITFS) | Message Hub |  
SMS Firewall Solution | Airtel Talk



## IoT

Connectivity | Connectivity  
Management Platform | Applications



## Cyber Security

Security Products |  
Managed Security  
Services | Bundles



## Collaboration

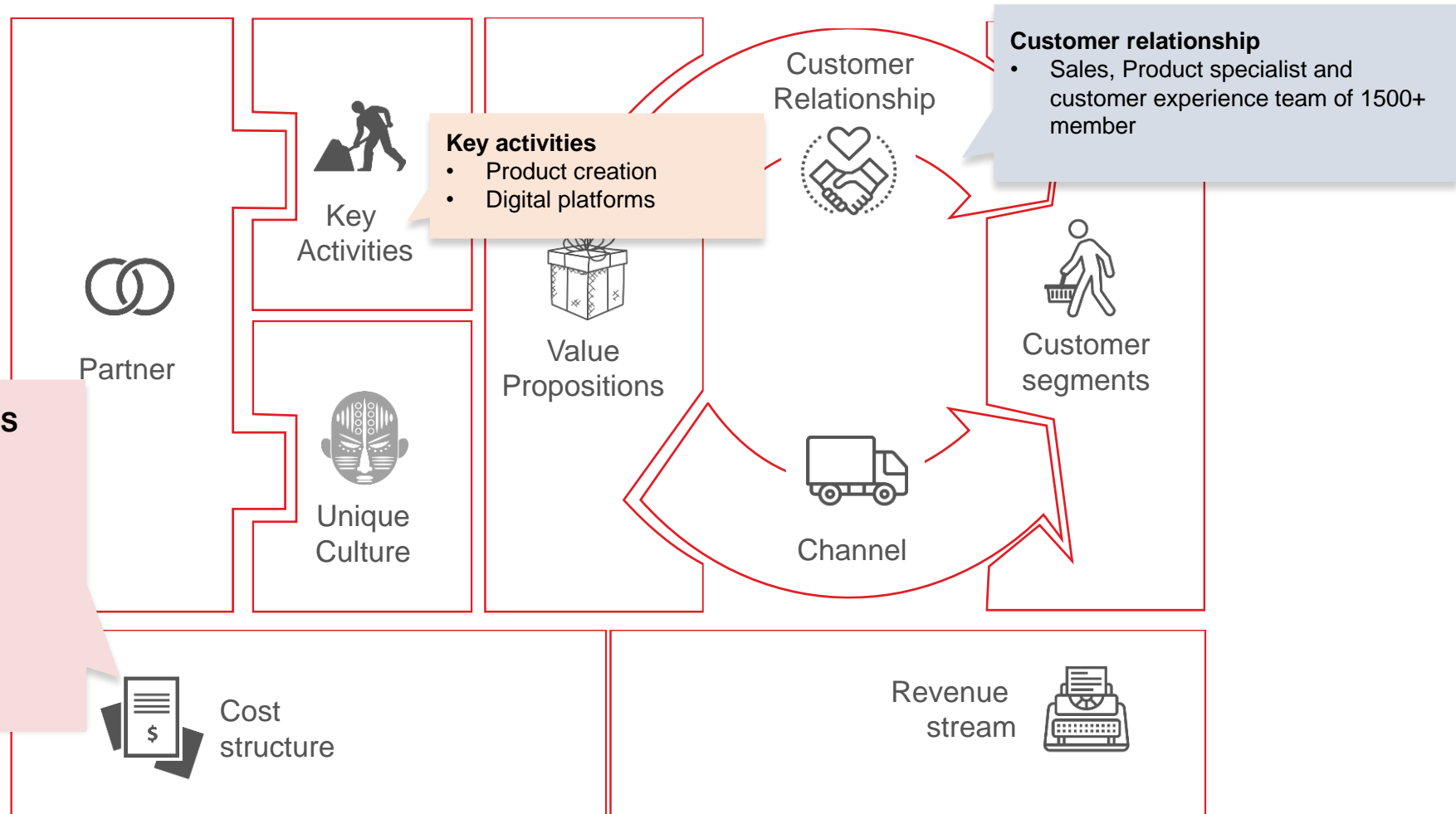
Audio Conferencing | Unified  
Collaboration | Video Conferencing



## Mobility

Postpaid | Data Card  
International Roaming

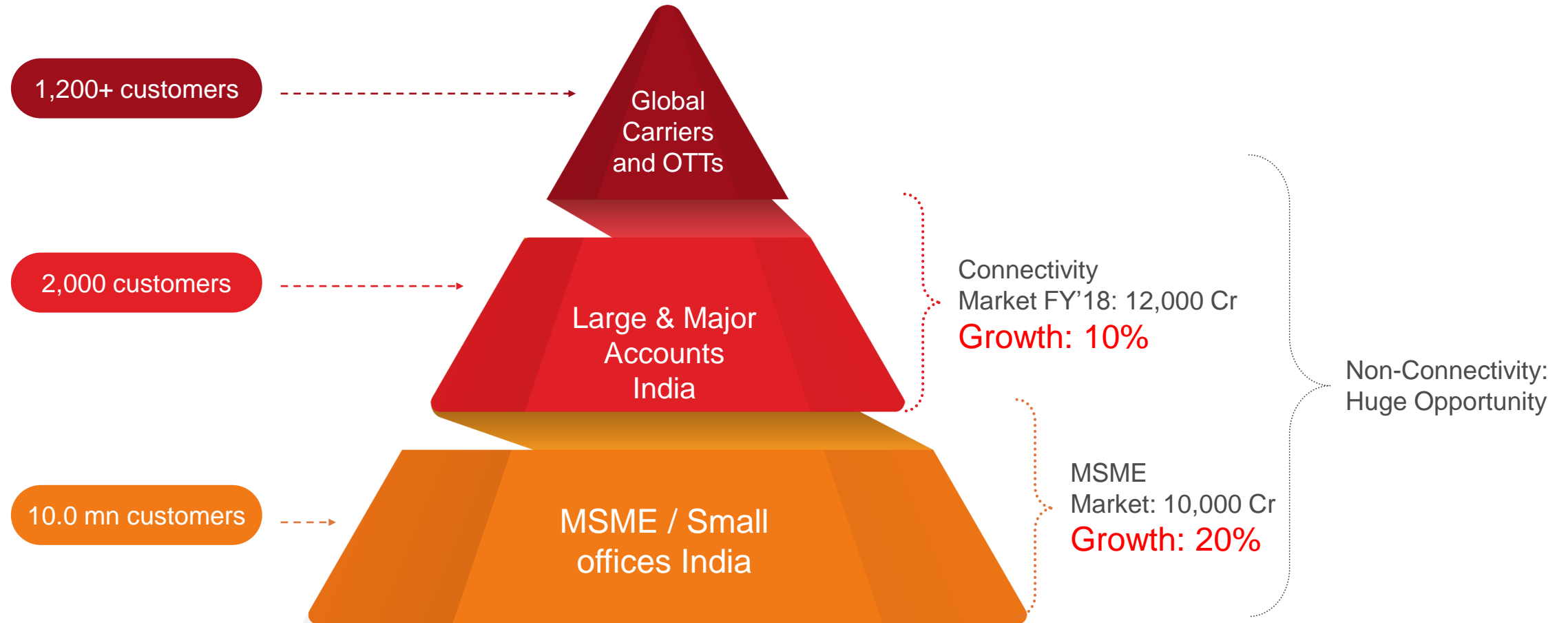
# Airtel Business | Unique Business Model



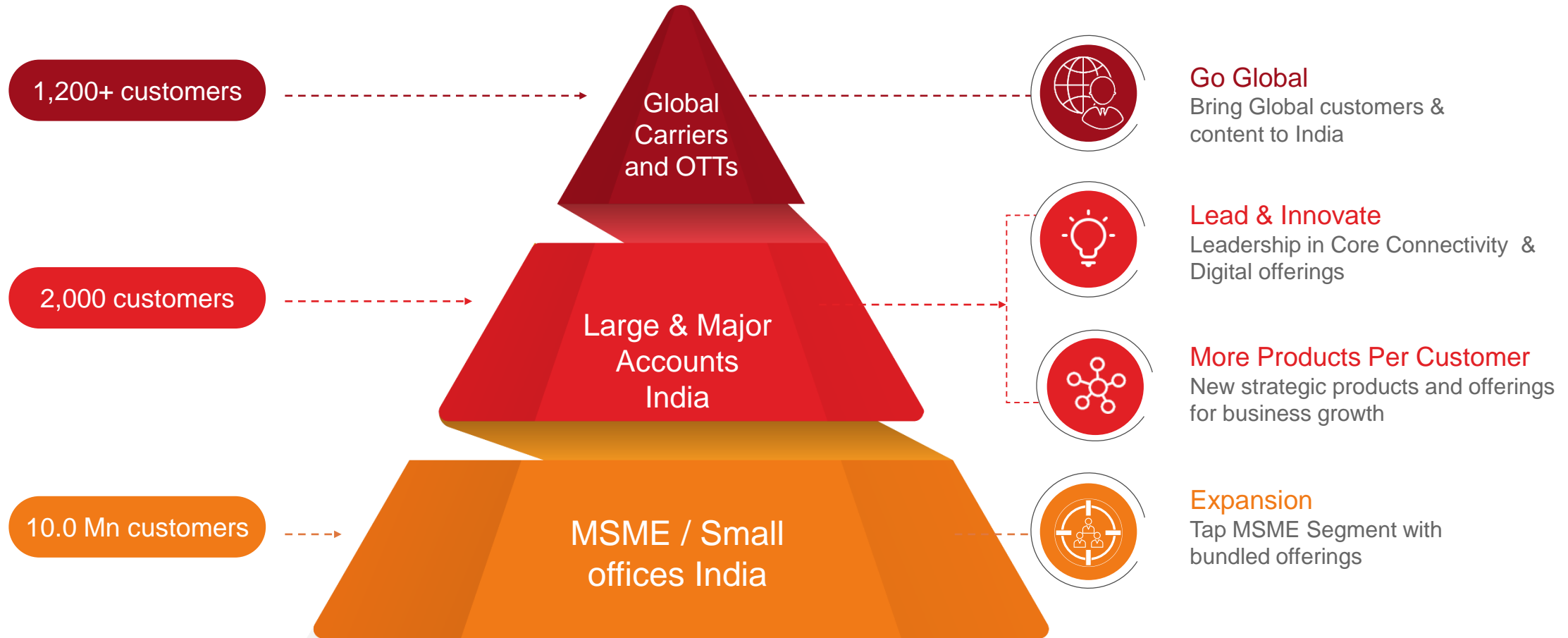
## MONETISE ALL AIRTEL ASSETS

- Domestic Fiber
- Submarine Fiber
- Data centres
- Towers
- 426 Mn subscribers
- FTTH & One Home
- Customer Analytics
- Payment Bank
- Wynk
- 14 countries Africa operations

# Market Snapshot



# Airtel Business Strategy



# Key Takeaways

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- Unique Business model
- Make India as Digital Internet Hub
- Leadership in core connectivity
- Integrated Enterprise solutions provider
- Bundled simplified product for MSME



**Payments Bank – Banking the Next 500 Million**

# Our Mission and Vision

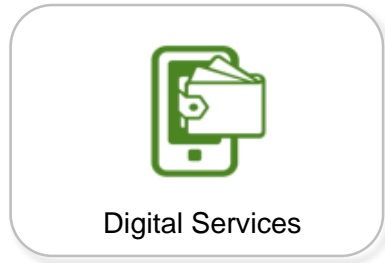


**Mission:**  
Grow India by improving financially under-banked  
and digitally underserved lives

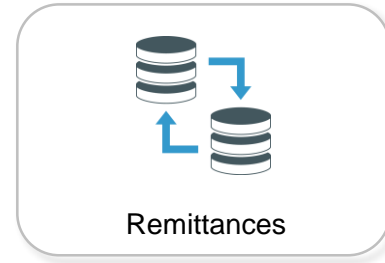
**Vision: Every Mile, Every Family, Every Business**



# We have built moderate scale



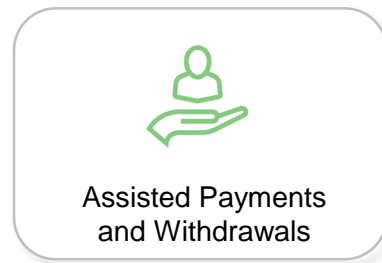
**Top #10 UPI Players**



**Over 10% Market Share in Domestic Remittances**



**#1 Payments Bank to launch PMJJBY & APY**

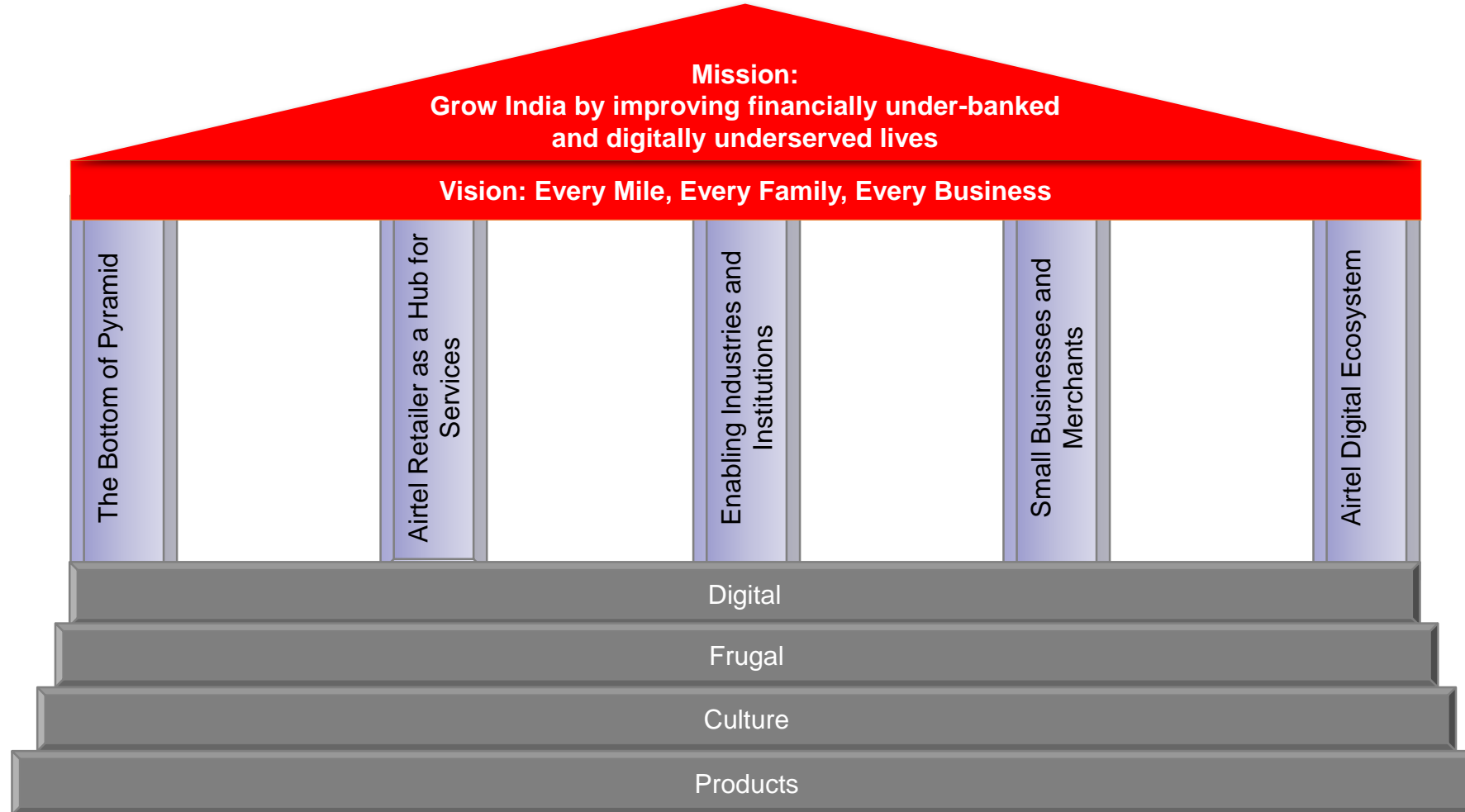


**#1 In No of Banking Points in the country**



**20 Partnerships**



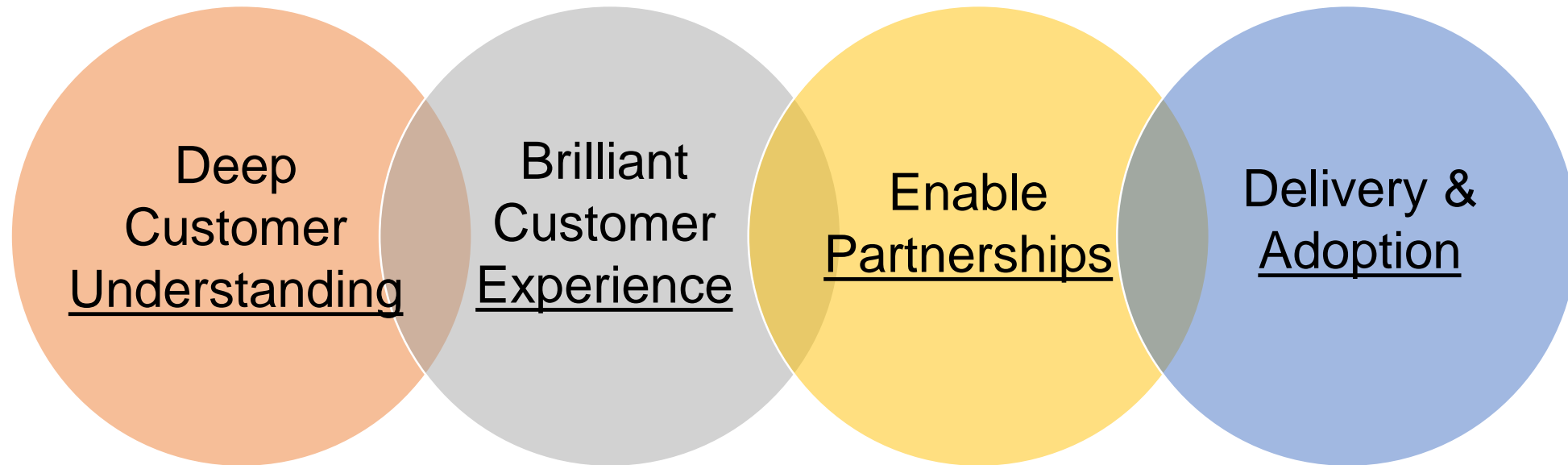




**Digitization – Core of New Airtel**

# What you have heard so far

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# The Digital Brain – using power of AI and Machine Learning

Realtime Triggers

Postpaid  
Prepaid  
Broadband  
DTH



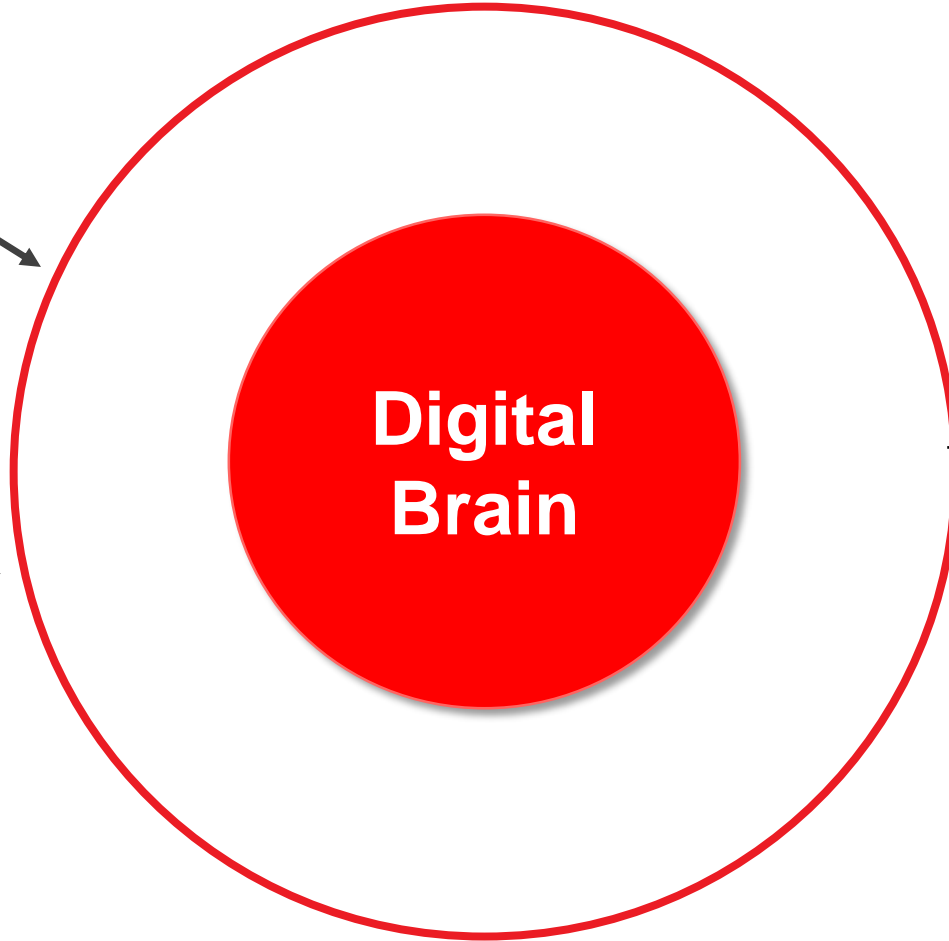
Data Lakes



Customer (BSS)



Network (OSS)



CLM



Omnichannel



Next Best Action

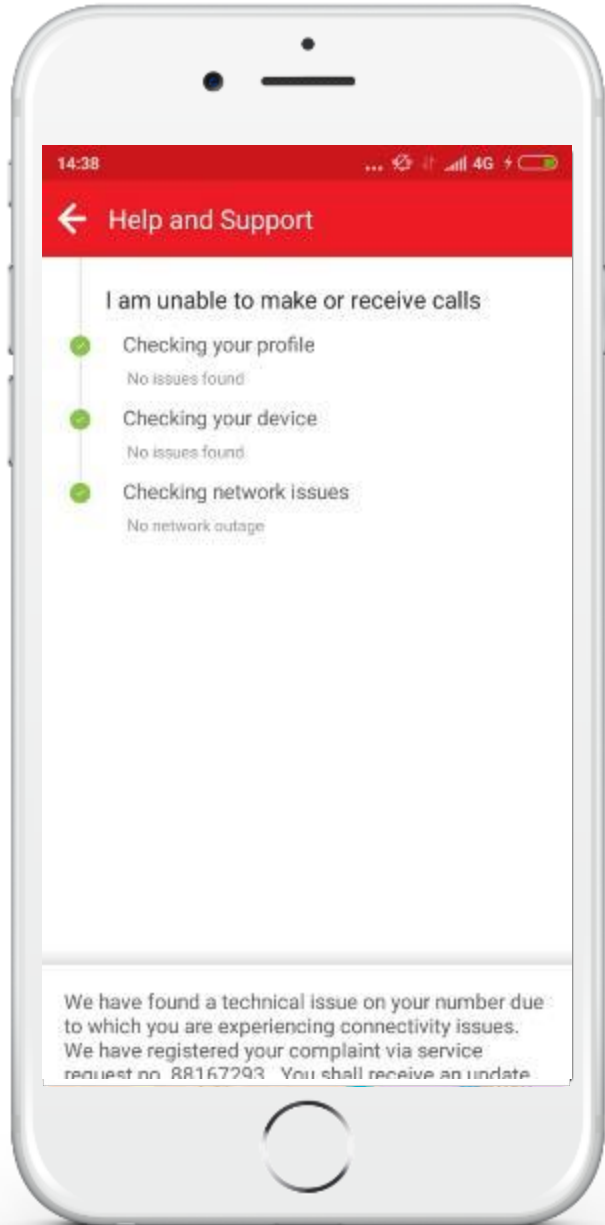


Digital Advertising



Personalization

# Bringing transparency to NW Experience



## Open Network 2.0 takes network transparency even further

- Provides coverage quality in any area
- Real-time alerts on network degradations or outages with a resolution timeline
- Personalization using user level data and analysis
- Full troubleshooting for profile, device and NW issues

# Next Gen Digital Stores



Open design wrapped in digital technologies



Touch table to create personalized solutions



Explore network experience & enjoy digital content



Social wall to explore airtel stories

# Airtel Open Telco Platform Strategy



**Services Platforms**  
(Homes + Offices + Thanks +  
3rd Party Services)

**Devices Platform**  
(Phones + IOT +  
3rd Party HW)

**Payments Platform**  
(Bill Hub + Cash Mgmt)

**CUSTOMER 360**  
(unified view of the customer)

**PAYMENTS BANK**

# Delivery & Distribution - Offline drives Online

