

# ***Winning with people***



**Bharti Airtel Limited  
Annual Report 2013-14**

# Corporate Information

## Board of Directors

Mr. Sunil Bharti Mittal, *Chairman*  
Ms. Chua Sock Koong  
Sheikh Faisal Thani Al-Thani  
Mr. Ajay Lal  
Mr. Ben Verwaayen  
Mr. Craig Ehrlich  
Mr. D. K. Mittal  
Mr. Manish Kejriwal  
Ms. Obiageli Ezekwesili  
Mr. Rajan Bharti Mittal  
Ms. Tan Yong Choo  
Mr. Tsun-yan Hsieh  
Mr. V. K. Viswanathan  
Mr. Manoj Kohli  
Mr. Gopal Vittal, *Managing Director & CEO (India & South Asia)*

## Managing Director & CEO (Africa)

*Bharti Airtel International (Netherlands) B.V.*  
Mr. Christian de Faria

## Group General Counsel & Company Secretary

Mr. Mukesh Bhavnani

## Statutory Auditors

M/s. S. R. Batliboi & Associates LLP  
*Chartered Accountants*

## Internal Auditors

M/s. ANB Solutions Private Limited  
M/s. KPMG  
M/s. Towers Watson India Private Limited

## Registered & Corporate Office

Bharti Airtel Limited,  
Bharti Crescent,  
1, Nelson Mandela Road,  
Vasant Kunj, Phase – II,  
New Delhi – 110 070,  
India

## Website

<http://www.airtel.com>

# What's Inside

## Company Overview

- 02 Achieving more together
- 04 How we enrich life with people?
- 06 Performance Highlights
- 08 Financial Calendar
- 10 What passion can achieve?
- 12 What defines a great customer experience?
- 14 Message from Chairman
- 15 Message from MD & CEO (India & South Asia)
- 16 Message from MD & CEO (Africa)
- 17 Board of Directors
- 18 Awards and Accolades
- 19 Corporate Social Responsibility & Sustainability

## Statutory Reports & Financial Statements

- 32 Business Responsibility Report
  - 44 Directors' Report
  - 50 Management Discussion and Analysis
  - 64 Report on Corporate Governance
  - 88 Standalone Financial Statements with Auditors' Report
  - 157 Consolidated Financial Statements with Auditors' Report
  - 249 Statement Pursuant to Section 212 (8) of the Companies Act, 1956
- 
- 253 Circle Offices

# At Airtel, we have had a fabulous journey, with growing reach of our young and energetic brand across 20 countries in Asia and Africa.

With several path-breaking industry 'firsts', we remain at the cutting edge of consumer trends and business performance, emerging as the world's fourth largest mobile company, in terms of subscriber base. The driving force behind this performance is our people.

These facts may be exciting news for any global brand to share with the world. But for us they indicate a far more significant reality: the ability of a high-performance ecosystem to consistently deliver in a world, where easy growth has become passé.

This ecosystem is driven by a multi-cultural Global Team that pushes the levers of change to take the organisation forward. Change, for our people, is exhilarating: change is welcome; change is good.

Change helps us reach future faster. It is this ability to be forward-thinking, flexible and agile that has enabled us to not just stay abreast of change, but also *anticipate and lead change*.

As a multi-national, multi-ethnic and multi-business line company, we have a consistent people approach defined by four tenets:

**"I know what to do"**

**"I have a future here"**

**"I feel energised and connected"**

**"I am confident of delivering"**

These tenets are helping us shape a people-oriented culture, based on meritocracy, transparency, collaboration and care. To encourage innovation and deliver industry-leading products and services with **a winning approach.**



# Achieving more together

**1<sup>st</sup>**

**Ranked telecom  
operator in India**

**1<sup>st</sup>**

**Service brand in India\***  
(\*in Brand Equity's Top 50  
Services Brands in India's Most  
Trusted Brand Survey 2013)

**1<sup>st</sup>**

**Ranked wireless  
operator in 10 African  
countries**

**4%**

**Of world's population  
connected through Airtel**

**4<sup>th</sup>**

**Ranked mobile operator  
globally\***  
(\*in terms of subscriber base)

**205.5 Mn**

**Mobile subscribers  
in India**

**78.1 Mn**

**International mobile  
subscribers across  
Africa, Sri Lanka and  
Bangladesh**

**₹ 857.4 Bn**

**Global revenues in  
FY 2013-14**



## IG Rating

Investment Grade  
Credit Rating from S&P,  
Moody's and Fitch

4<sup>th</sup>

Ranked among top 100  
emerging market MNCs in  
'Corporate Transparency  
and Reporting' by  
Transparency International

USD 2.2 Bn

Raised through issuance  
of USD, EUR and CHF  
Bonds during FY 2013-14

₹ 877.63 Bn

Cumulative contribution  
to exchequer in India in  
last 5 years

115 MHz

Spectrum won in India  
auction, valid for  
20 years

573 TB

Daily data usage  
by users\*  
(\*wireless mobile users' Q4  
average)

1.05 Trillion

Minutes of voice traffic  
in FY 2013-14

USD 10 Bn

Value of transactions on  
airtel money\*  
(\*Q4 annualised)



## How we enrich life with people?



**Telecom is a vibrant and evolving industry, integral to everyday life of a growing proportion of the world's population, especially young people of India, South Asia and Africa.**

As one of the world's leading telecom brands, our Global Team embodies and fuels the aspirations of youth. We respond to those aspirations with a deep commitment to help improve the quality of life.

As part of that commitment, we strive hard to enrich customer experience in more ways than one. Today, Airtel is present in five businesses that take us closer to our vision of being the most loved brand by 2015. ***Our vision is only as strong as our people.***

Our Global Team continuously works towards developing innovative products and services, bringing synergies in our businesses to sustain industry leadership and elevate to the next level of growth.



## Revenue Snapshot

### Mobile Africa

Airtel money clocked USD  
8.8 Bn value of transactions  
(Q4 annualised)

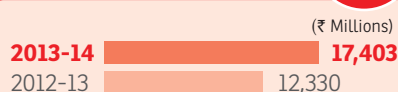
↑  
13.3%



### Mobile South Asia

Airtel offers 3G services in  
Sri Lanka and Bangladesh

↑  
41.1%



### Mobile India

Airtel 3G has 10.98 Mn  
data customers across  
2,580 towns

↑  
8.4%



Airtel has 225,000 Rkms of  
submarine cables connecting 50  
countries in 5 continents

↑  
19.1%



Infratel (including  
proportionate share of Indus)  
has over 83,000 towers

↑  
2.5%



Mobile  
Services



Telemedia



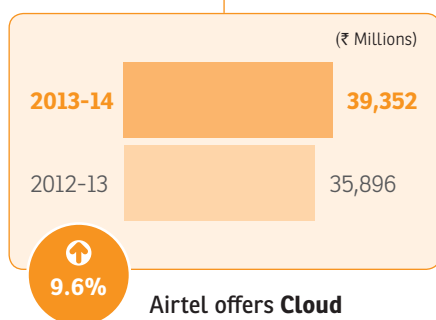
Airtel  
Business



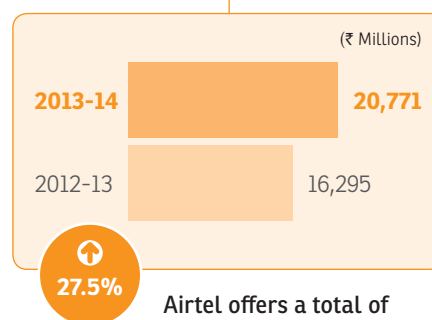
Digital  
TV



Tower  
Infrastructure



Airtel offers Cloud  
services as part of its office  
solution suite



Airtel offers a total of  
400 channels, including  
19 HD channels and  
3 interactive sessions

### Consolidated Airtel



↑  
11.5%

Airtel carried over 1.05 Trillion minutes  
of voice traffic in FY 2013-14



# Performance Highlights

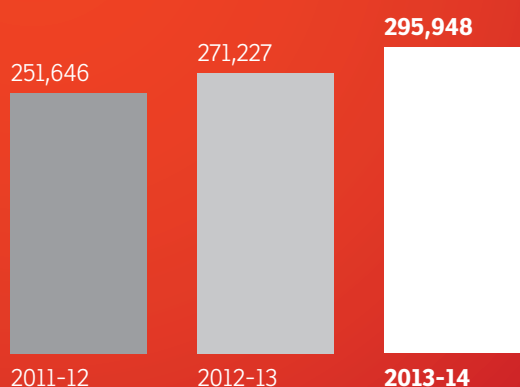
Particulars	Units					
		2010	2011	2012	2013	2014
Total Customer Base	000s	137,013	220,878	251,646	271,227	295,948
Mobile Services	000s	131,349	211,919	241,148	259,844	283,580
Broadband & Telephone Services	000s	3,067	3,296	3,270	3,283	3,356
Digital TV Services	000s	2,597	5,663	7,228	8,100	9,012
<b>Based on Consolidated Income Statement</b>						
Revenue	₹ Mn	418,948	595,383	683,267	769,045	857,461
EBITDA (before exceptional items)	₹ Mn	168,149	200,718	222,025	232,579	277,770
Cash Profit from Operations before Derivative and Exchange Fluctuation (before exceptional items)	₹ Mn	162,817	180,581	193,899	195,643	241,813
Earnings Before Tax	₹ Mn	105,091	76,782	63,792	47,853	78,643
Net Profit	₹ Mn	89,768	60,467	42,594	22,757	27,727
<b>Based on Consolidated Statement of Financial Position</b>						
Shareholders' Equity	₹ Mn	421,940	487,668	506,113	503,217	597,560
Net Debt	₹ Mn	23,920	599,512	618,442	583,567	605,416
Capital Employed	₹ Mn	445,860	1,087,180	1,124,555	1,086,784	1,202,976
<b>Key Ratios</b>						
Capex Productivity	%	61.59	66.93	69.17	69.12	72.91
Opex Productivity	%	39.25	45.13	43.84	45.43	45.20
EBITDA Margin	%	40.14	33.71	32.49	30.24	32.39
EBIT Margin	%	25.14	16.57	13.90	10.98	14.14
Return on Shareholders' Equity	%	24.52	13.30	8.57	4.51	5.04
Return on Capital Employed	%	20.65	10.79	7.06	5.68	6.65
Net Debt to EBITDA	Times	0.15	2.95	2.60	2.51	2.20
Interest Coverage Ratio	Times	30.65	11.20	9.09	6.77	7.56
Book Value Per Equity Share	₹	111.13	128.41	133.27	132.51	149.49
Net Debt to Shareholders' Equity	Times	0.06	1.23	1.22	1.16	1.01
Earnings Per Share (Basic)	₹	23.67	15.93	11.22	6.00	7.02
<b>Contribution to Exchequer (India)</b>						
Taxes, Duties, Fees and other Levies	₹ Mn	95,720	307,999	119,082	141,513	213,324

Financial information for years ended till March 31, 2011 is based on proportionate consolidation for Joint Ventures and for years ended March 31, 2012, 2013 & 2014 is based on equity accounting for Joint Ventures.



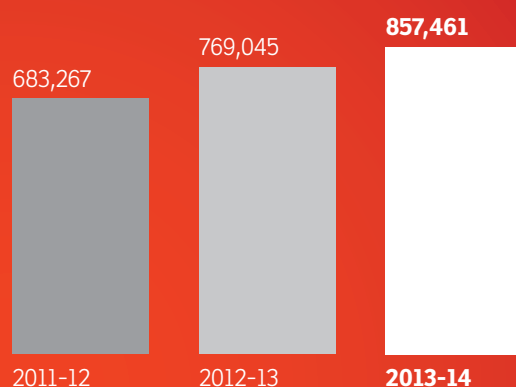
### CUSTOMER BASE

(Nos. '000)



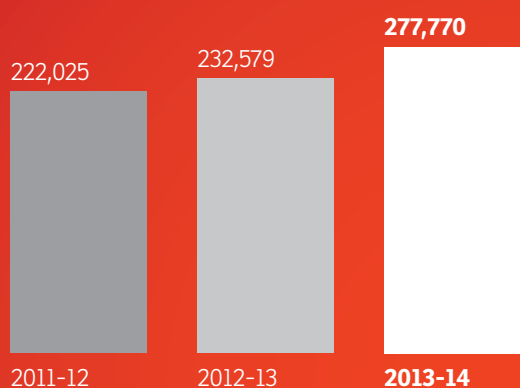
### REVENUE

(₹ Millions)



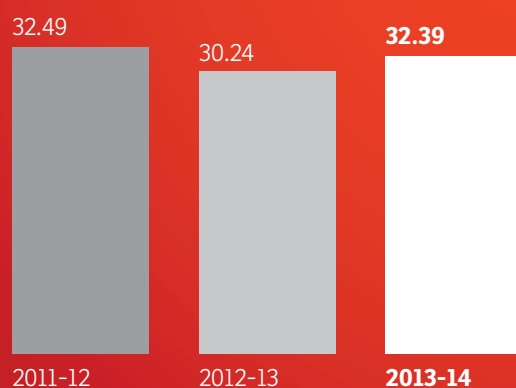
### EBITDA

(₹ Millions)



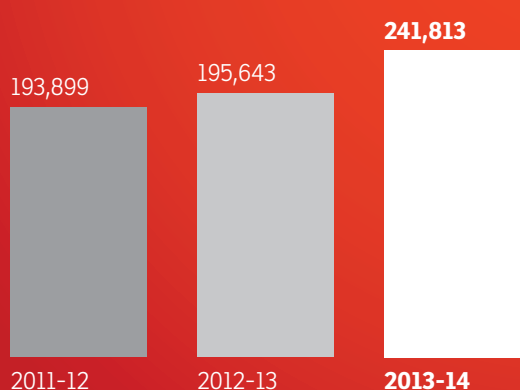
### EBITDA MARGIN

(%)



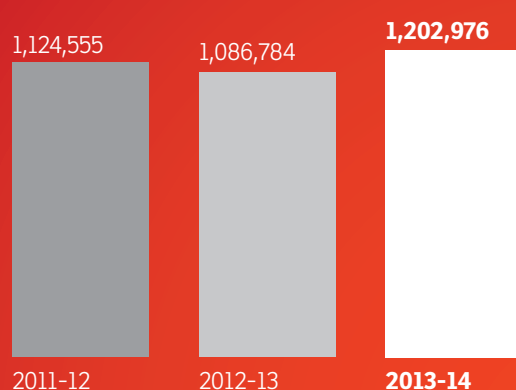
### CASH PROFIT

(₹ Millions)



### CAPITAL EMPLOYED

(₹ Millions)



# Financial Calendar

MAY' 13

**Acquired Warid Telecom Uganda, first in-country acquisition in Africa**

JUNE' 13

**Qatar Foundation Endowment invests ₹ 67,956 Mn for 5% equity stake**



**One wedding gift that will make 7.2 million Ugandans talk.**

Now use your **Kika** and **Pikala** packs to call all your friends on Airtel (025) and Warid (070) numbers at no extra cost.

**WARID**  
and 5 Triggers

Call 141 and let the celebrations begin!

**airtel**

**A Circle of 7.2 FRIENDS**

FEBRUARY' 14

**Won 115 MHz spectrum (prime spectrum zone) for ₹ 184,386 Mn:**

- Renewal for Delhi and Kolkata
- 900 MHz in Mumbai
- 1800 MHz in 15 circles
- Pan-India 4G footprint

**Crossed 200 Mn mobile customers in India**