



**2017-18**

Integrated Report and Annual Accounts

**Bharti Airtel Limited**

# Creating a digitally connected world



# About this Report

Bharti Airtel Limited is pleased to present its first Integrated Report. With this, we begin a journey aimed to showcase the value we create for all our stakeholders.


As we take strides to strengthen our value creation philosophy through 'Integrated Reporting' in the coming years, for now we shall continue to disclose in-depth analysis of the material impact of our business operations on economic, social and environmental indicators across the stakeholder fraternity through our Sustainability Report, which shall be published separately.

## Reporting scope and period

The Integrated Report covers information on business operations of Bharti Airtel Limited, aptly disclosed through six capitals as defined by International Integrated Reporting Council (IIRC). All the six capitals (except financial capital) cover information on India operations excluding Bharti Infratel Limited and Airtel Payments Bank Limited. The parameters for financial capital covered in this report are in relation to 'Bharti Airtel Limited' on standalone basis.

The Integrated Report considers the primary reporting period as April 01, 2017 to March 31, 2018. However, some of the sections of the report represent facts and figures of previous years to provide a comprehensive view to the stakeholders.

## Reporting framework

The report follows the International <IR> Framework as developed by IIRC ( [www.integratedreporting.org](http://www.integratedreporting.org)) and should be read in conjunction with the financial statements included herein and the notes thereto. The financial and statutory data presented is in accordance with the requirements of the Companies Act, 2013 (including the rules made thereunder), Indian Accounting Standards, the Securities and Exchange Board of India (Listing Obligations and Disclosure Requirements) Regulations, 2015 and the applicable laws.



The information contained in this report can be accessed through the **Airtel Investor Relations app** available on the iPhone and iPad.



For the online version of the Annual Report please log on to <http://www.airtel.com>

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## Forward-looking statements

Some information in this report may contain forward-looking statements which include statements regarding Company's expected financial position and results of operations, business plans and prospects etc. and are generally identified by forward-looking words such as "believe," "plan," "anticipate," "continue," "estimate," "expect," "may," "will" or other similar words. Forward-looking statements are dependent on assumptions or basis underlying such statements. We have chosen these assumptions or basis in good faith, and we believe that they are reasonable in all material respects. However, we caution that actual results, performances or achievements could differ materially from those expressed or implied in such forward-looking statements. We undertake no obligation to update or revise any forward-looking statement, whether as a result of new information, future events, or otherwise.

## Key company information

### Bharti Airtel Limited

ISIN: INE397D01024

BSE Code: 532454

NSE Code: BHARTIARTL

CIN: L74899DL1995PLC070609

## Assurance

To ensure the integrity of facts and information, the Board of Directors and management have reviewed the Integrated Report and Ernst & Young LLP (EY) has carried out the independent assurance on sustainability disclosures presented in the report. The 'Independent Assurance Statement' issued by EY is available on our website [www.airtel.com](http://www.airtel.com).

The statutory auditors, Deloitte Haskins & Sells LLP, Chartered Accountants have provided assurance on the financial statements and the 'Independent Auditor's Report' has been duly incorporated as a part of this report.



**Sunil Bharti Mittal**  
Chairman



**Gopal Vittal**  
Managing Director & CEO  
(India & South Asia)



**Raghunath Mandava**  
Managing Director & CEO  
(Africa)



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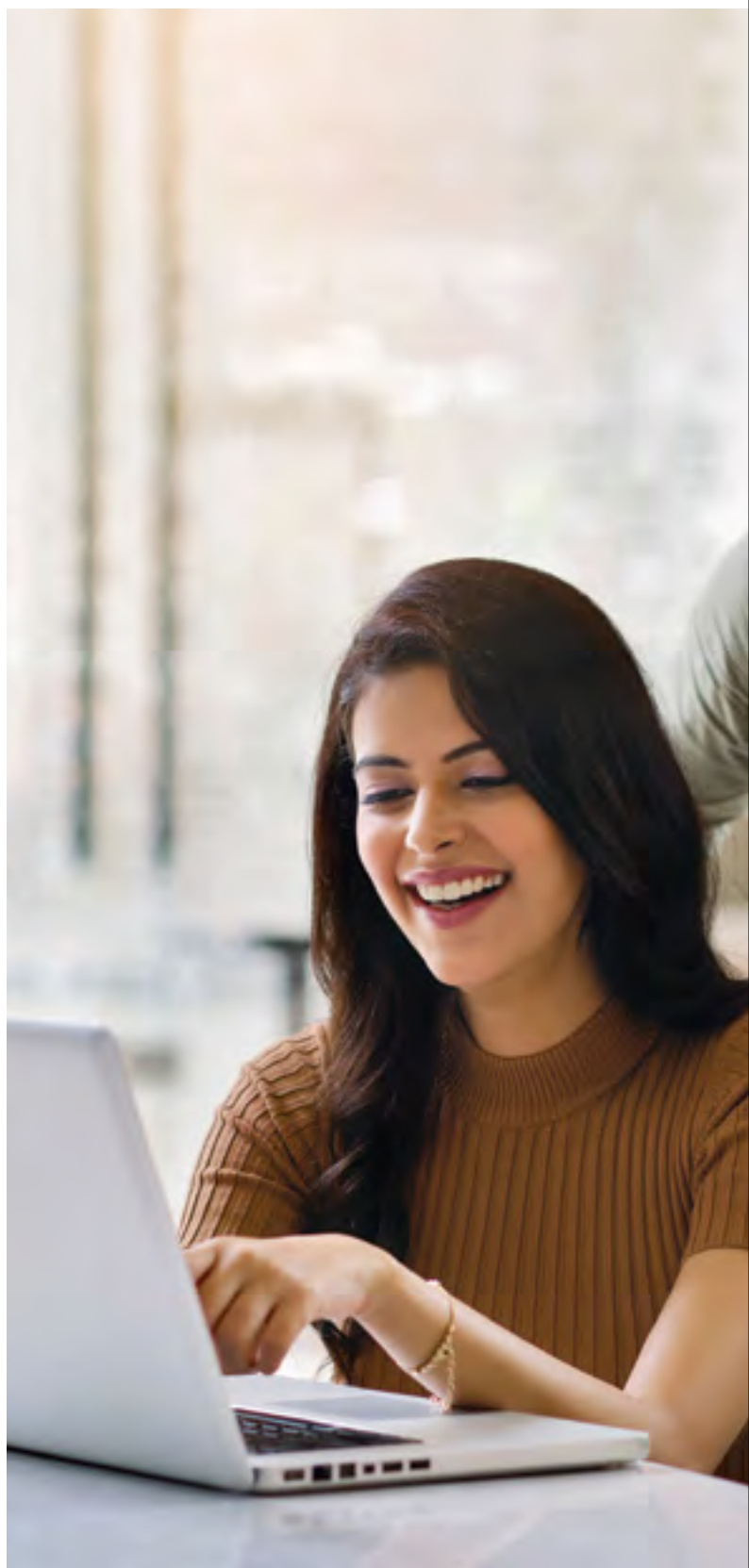
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# Corporate Information



## Board of Directors

Mr. Sunil Bharti Mittal, Chairman  
Mr. Ben Verwaayen  
Ms. Chua Sock Koong  
Mr. Craig Edward Ehrlich  
Mr. Dinesh Kumar Mittal  
Mr. Manish Kejriwal  
Mr. Rakesh Bharti Mittal  
Mr. Shishir Priyadarshi  
Ms. Tan Yong Choo  
Mr. V. K. Viswanathan  
Mr. Gopal Vittal, Managing Director & CEO  
(India & South Asia)

## Managing Director & CEO (Africa) Bharti Airtel International (Netherlands) B.V.

Mr. Raghunath Mandava

## Chief Financial Officer

Mr. Nilanjan Roy

## Company Secretary

Mr. Pankaj Tewari

## Statutory Auditors

Deloitte Haskins & Sells LLP  
Chartered Accountants

## Internal Assurance Partners

Ernst & Young LLP  
ANB & Co., Chartered Accountants

## Cost Auditors

R.J. Goel & Co.  
Cost Accountants

## Secretarial Auditors

Chandrasekaran Associates  
Company Secretaries

## Registered & Corporate Office


Bharti Crescent, 1, Nelson Mandela Road,  
Vasant Kunj, Phase – II, New Delhi – 110 070, India  
CIN: L74899DL1995PLC070609

## Website

<http://www.airtel.com>







Every monumental year for an industry brings with it certain decisive turn of priorities that change its landscape, for good. The same has been true for telecommunication this year. FY'18 has been quite disruptive for the industry in India for more reasons than one – and hence quite transformational as well. A highly competitive intensity reigned, and amidst all that we chose to keep our eyes less on the downward spiral of obstacles and more on the rising graph of possibilities – the greatest of which has been venturing beyond being purely mobile oriented to a comprehensive digital service provider.

India has always been a mobile first market, and with the role of a smartphone extending beyond just a communication device has further expedited a massive rollout of networks on the part of the providers – including us, which led to the creation of a high speed broadband network in India. The penetration of affordable handsets has increased; convergence of Payments via smartphones and the demonetization and cashless drive has acted as a catalyst for the growth of digital payments in India and the convergence of telecom services like connectivity, entertainment, education, and banking has led to a greater level of convenience and freedom for our customers as they are now able to run their day to day lives from the gadget in their hand.

As per IAMAI, the number of internet users in India will grow significantly in 2018 – the growth being visible in both urban and rural areas. The high-speed mobile broadband penetration in India has been at an all time high, and there has been a major shift in the data consumption trends of both the individual and group nature. And to top it all, by 2020, India will be the world's youngest country with 64% of its population in the working age group – which will be an unprecedented edge, considering the crucial relevance of mobile data usage in this demographic for learning, financial transactions, healthcare, shopping and so on.

Hence, at Airtel, we are keeping pace with the rapidly shifting landscape of telecom in modern India by deepening our roots and extending our reach in the digital services arena. As always, we are committed to making the lives of our millions of customers easier by staying one step ahead, envisioning their present as well as future needs and being ready to provide them with it all

by creating a digitally  
connected world.

# About Us

Bharti Airtel Limited is a leading global telecommunications company with operations in 16 countries across Asia and Africa. Headquartered in New Delhi, India, the Company ranks among the top three mobile service providers globally in terms of subscribers.

In India, the company's product offerings include 2G, 3G and 4G wireless services, mobile commerce, fixed line services, high speed home broadband, DTH, enterprise services including national & international long distance services to carriers. In the rest of the geographies, it offers 2G, 3G, 4G wireless services and mobile commerce. Bharti Airtel had over 413 million customers across its operations at the end of March 2018.

## Diversified service portfolio



### Wireless Services

We offer postpaid, prepaid, international roaming, data connectivity and other value-added services to our customers.



### Homes Services

We offer fixed-line telephone and broadband (DSL) services across pan-India.



### Digital TV Services

Our Direct-To-Home (DTH) platform offers both standard and high definition (HD) digital TV services with 3D capabilities and Dolby surround sound.



### Airtel Business

We are India's leading and most trusted provider of ICT services with a diverse portfolio of services to enterprises, governments, carriers and small and medium businesses.



### Payments Bank

India's first payments bank with active operations across 29 states in India.



### Tower Infrastructure

We own and operate more than 39,523 telecom towers under our subsidiary Bharti Infratel Limited (on a standalone basis) with presence across all 22 telecom circles.

## World population

# 24%\*

of the total population covered

\* Based on UN Report dated January 1, 2013

## Recognized brand

## Talented people

# 20,793

Employees

## 17,263

India & South Asia

## 3,530

Africa

## Indian population coverage

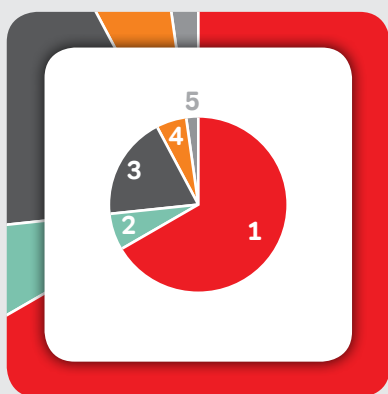
# 95.3%

## Africa presence

# 14 countries



## Shareholding as on March 31, 2018



1 >

Promoter and Promoter group  
**67.14%**

2 >

Mutual Funds and Units Trust of India  
**6.61%**

3 >

Financial Institutions, Banks and Foreign Institutions  
**18.53%**

4 >

Insurance Companies  
**5.69%**

5 >

Others  
**2.03%**



## Vision

Our vision is to enrich the lives of customers. Our obsession is to win customers for life through an exceptional experience.



## Values

Alive, Inclusive, Respectful.



## Objectives

Grow market share. Grow revenue. Drive down cost.

## How we will win



### Win the 4G Game decisively

- > Win the primary SIM slot and wrest back share.
- > Win every market and channel through brilliant micro marketing and a re-energized GTM.
- > Drive upgrades through device partnerships and offers.
- > Lock-in customers through postpaid, loyalty program and more products.



### Win with Brilliant Network Experience

- > Fix network quality through discipline, ownership, right measurement and digitization.
- > Future proof the network across access, transport and core layers by investing smartly.



### Build New Revenues

- > Rapidly grow homes through broadband and DTH expansion.
- > Accelerate SME through GTM re-invention and going deeper in large accounts.
- > Leverage Customer 360, training and touch points to drive the right recommendation at the right time.
- > Build the largest Music and TV service of India.
- > Launch homes, office and payments platforms to drive new revenues.
- > Build the largest payments bank through dramatic increase in users and financial services use cases.
- > Drive new revenue streams in the areas of IoT, Cybersecurity and DCs.



### Win with War on Waste

- > Drive down cost through end to end process re-engineering and digitization.



### Win with People

- > Drive passion and teamwork while building an Airtel of the future.

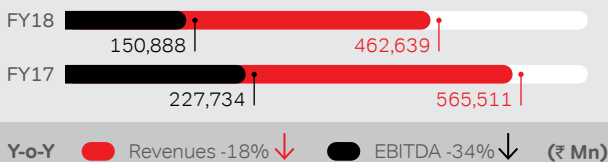
# Segment wise Performance



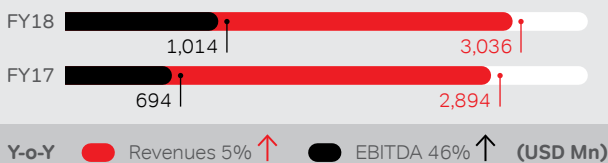
## Wireless services

- > Bundled plans with unlimited voice packs
- > First to launch 4G in India
- > Postpaid plans
  - > MyPlan - customized plans as per customer usage
  - > Infinity - Options with unlimited benefits
- > Pocket-friendly data packs
- > Recognized as the smartphone network

### Mobile India



### Mobile Africa\*



\* on constant currency, 14 countries operations



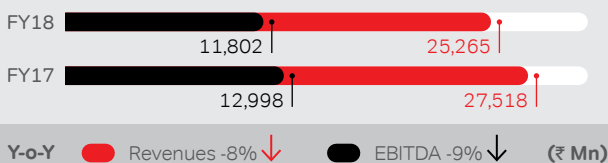
## Homes services

### Landline

- > Attractive plans and offers
- > Highly reliable services
- > 24/7 online support
- > Value-added services

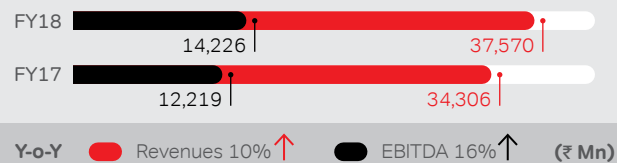
### Internet

- > Introduced 'V-Fiber' technology
- > Up to 100 Mbps speed



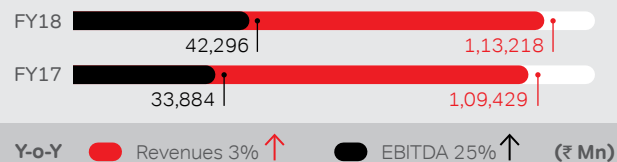
## Digital TV services

- > Android TV
- > Universal Remote
- > MyPlan Customized
- > Interactive services



## Airtel Business

- > Diverse portfolio of services - voice, data, video, network integration, data centres, managed services, enterprise mobility applications and digital media
- > Strategically located submarine cables and satellite network
- > Global network running across 250,000 Rkms, covering 50 countries and 5 continents



## Tower Infrastructure

- > One of the world's largest passive infrastructure providers
- > Over 91,451 towers (including proportionate share of Indus)



## Revenue Mix FY 2017-18

