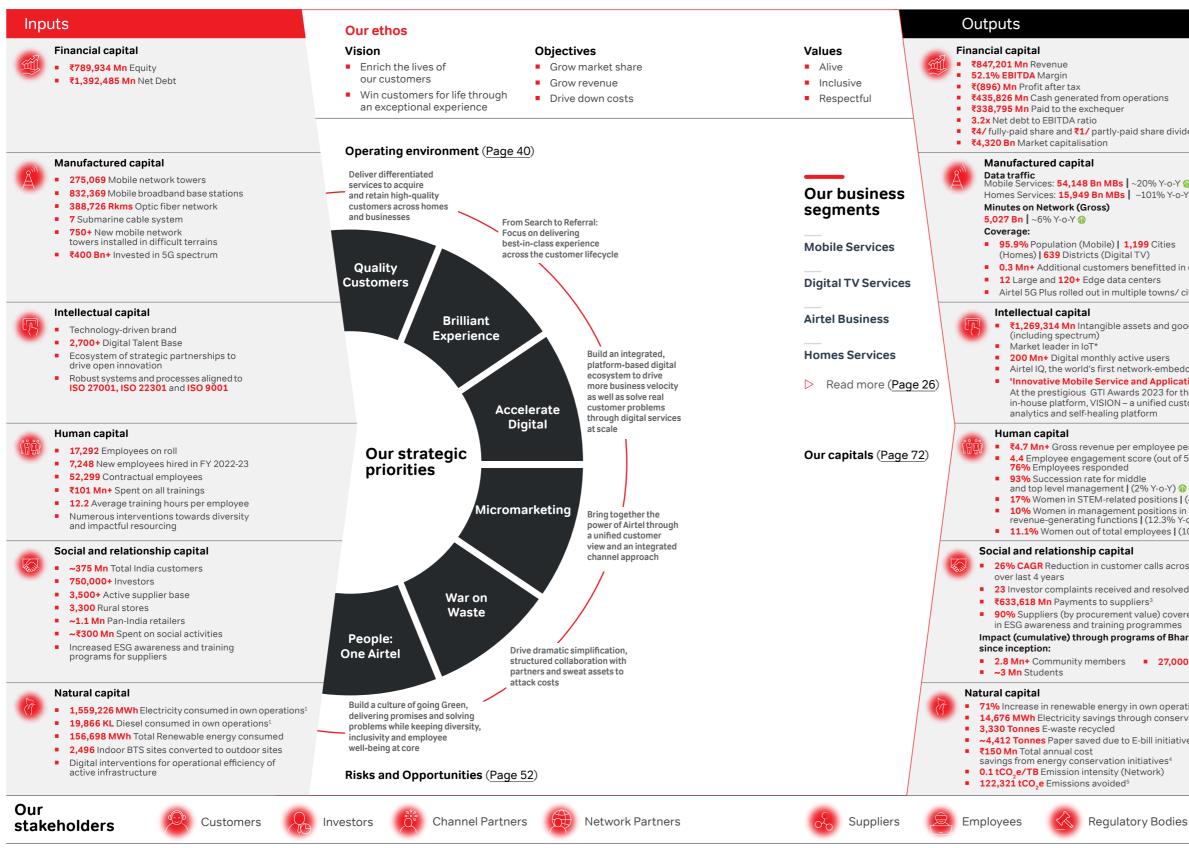
Value Creation Model

How we create value



¹Now including warehouses.

²Subject to the approval of shareholders at ensuing Annual General Meeting. ³Excluding transactions w.r.t. inter-company and other telecom providers.

⁴Energy and cost savings from networks, data centers, facilities and main switching centres and AORs. ⁵Emissions avoided from use of renewable energy and implementation of energy conservation initiatives. * As per Frost & Sullivan

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rations share dividend ²	 All-time high market share across businesses Improvement in operating margins Strong operating free cash flows Shareholder value creation
20% Y-o-Y 101% Y-o-Y 99 Cities V) enefitted in difficult terrains nters le towns/ cities	 Frontrunner in India's 5G revolution Sustainably strong and reliable network
ets and goodwill e users ork-embedded CPaaS Id Application Award' 2023 for the unified customer form	 Strong digital foundation of infrastructure, experience and services Solving customer problems through impactful innovation
mployee per month ore (out of 5); % Y-o-Y) & positions (4% Y-o-Y) & positions in (12.3% Y-o-Y) & poloyees (10% Y-o-Y) &	 Superior people experience with diversity, inclusivity and overall employee well-being at core Strengthened governance and experience for contractual employees Enhanced productivity and efficiency
r calls across services nd resolved ers ³ alue) covered ogrammes ims of Bharti Foundation 27,000+ Schools	 #1 B2B player in India Improved customer experience Indigenous partner ecosystem Positively impacted the lives of millions of stakeholders
own operations Igh conservation initiatives ⁴ bill initiatives iatives ⁴ work)	 Committed to net-zero carbon emissions by 2050 Increased usage of renewable energy

Community/NGOs

